



## Team Building and Organizational Ambidexterity: A Relational Analysis

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### Abstract

*This paper aims to identify and test the relationship of Team Building and Organizational Ambidexterity by prompting bank employees to engage in commitment towards change. A structured questionnaire was prepared and distributed among employees of selected public and private banks across the country. A total of 240 valid responses were gathered from this survey using snowball and convenience sampling techniques. Descriptive statistics, regression analysis and factor analysis was used to interpret the results of the collected data. The analysis of data has been carried by using IBM SPSS and AMOS 20 version. The major takeaway of this research highlights the private sector banks where the commitment of employee towards change impacted team building leading to high ambidexterity as compared to that of public sector banks. Also, the results of the hypotheses formulated, holds true to the relationship of Team Building and Organizational Ambidexterity becomes stronger with a mediator Employee Commitment to Change and moderator, Psychological Safety in place. This research reflects on the importance of managing interpersonal threats hidden within every committed employee with the help of psychologically safe work environment and thus, promoting a strong culture of team spirit and being an ambidextrous organization. This paper confirms the effect of Team Building on Organizational Ambidexterity through Employee Commitment to Change and unlocks the dark box of how organizations can become ambidextrous by adding novelty to this research with the presence of Psychological Safety as a moderator.*

**Keywords :** Team Building, Organizational Ambidexterity, Psychological Safety, Employee Commitment to change, Moderated mediation

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### I. Introduction

In spite of the developing requirement for change in organizations is broadly

recognized, it is stated that upto 70% of worldwide change activities at last, neglect to satisfy their guarantee (Hatjidis, Griffin and Younes, 2019). Today, the age of revolution definitely requires all organizations to utilize new methodologies for the management of their organizations, without disregarding the critical factor of change from committed employees. These new methodologies contend that effective organizations, having a challenging working condition tend to lead towards ambidexterity. Ordinarily, in organizational views, the middle and top management need to be highly ambidextrous in order to achieve ambidexterity for their organization. The importance of ambidexterity and its usefulness towards employees being more committed to work along with adapting to change is yet not so developed at large and banks in particular. This paper emphasizes ambidexterity in organizations and recommends that the idea not just emphatically animates the change adaptations of employees within the banks, yet possibly supports and promotes ambidexterity.

This study adds to this talk of relating two variables by recommending that team building can help beat the hurdles among exploitative and exploratory processes.

Team building has become a mainstream concept though approaches may vary from bank to bank (Slaby, Muhlhoff & Wüschner, 2019). Team consists of employees who interact and work together toward a common goal or objective (Cerne, Hernaus, Dysvik & Skerlavaj, 2017), is a practice in which the CEO and other employees of the team share the responsibility for and fully participate in the tasks of commitment to change, such as setting goals and motivating task behaviors (Carson et al., 2007; Shin, Kim, Choi & Lee, 2016). This paper proposes that team building can animate team building to use organizational ambidexterity by inciting employees to participate in commitment towards change. Along these lines, by unequivocally considering the mediating components both hypothetically and experimentally, this study further contribute to research on employee commitment towards change, organizational ambidexterity, and team building as this paper opens the mystery behind how affects of ambidexterity.

## **II. Literature Review**

Recent trends in the banking industry of India show that the banking sector is growing in size and sophistication to meet the needs of a modern economy and the global environments. Now, it is the high time to transform the HR processes and implement some new age concepts termed as “Psychological safety” in employee commitment towards change and organizational ambidexterity. Some fresh ideas are needed so as to make the banks more productive and competitive. The time is ripe for leaving the old baggage and taking bold measures (Kour & Gakhar, 2015). Even the employees’ psychological safety is touching new heights due to the uncertain environment in the banking sector and need to change. Therefore, employee commitment towards change is the need of the hour for the banks ambidextrous environment.

At the juncture of Team building and organizational ambidexterity, literatures on organizational ambidexterity have underlined that banks need to make new chances and secure preferences from these open doors so as to improve execution (Ireland et

al., 2003; Hitt et al., 2001; Ketchen, Ireland & Snow, 2007). Thusly, authoritative ambidexterity inside banks includes 'having the option to frame a harmony between circumstance chasing (i.e., exploration) and favorable position chasing (i.e., exploitation) practices' (Wang and Rafiq, 2009). An advance research proposes the criticalness of exceeding expectations at both exploratory and exploitative development for long haul hierarchical achievement since it licenses banks to keep away from traps related with favoring one sort of development over the other (Sirén et al., 2012; He and Wong, 2004; Gibson and Birkinshaw, 2004; Burgelman, 1983). Banks concentrating on exploratory endeavors may not completely catch advantages related with commercializing existing capabilities (Gupta, Smith, and Shalley, 2006). On the other hand, banks concentrating on exploitative development may appreciate momentary benefits yet face the danger of not having the option to react sufficiently to natural changes (Levitt and March, 1988). In that capacity, Ireland et al. (2003) contended that the 'compelling utilization of team building leads to a comprehensive and integrated employee commitment towards change to both sustaining and disruptive innovations as drivers of wealth creation.'

An essential ideology of this study is that banks need to simultaneously engage in activities exploratory and exploitative processes to persist over time (Ketchen, Ireland, and Snow, 2007; Ireland and Webb, 2007; Ireland, Hitt, and Sirmon, 2003; Hitt et al., 2001). Supporting this ideology, the methods of improving the capacity of the employees by using opportunity-seeking and advantage-seeking, often termed as organizational ambidexterity and is often related improved level of commitment (Sirén, Kohtamäki and Kuckertz, 2012; Lubatkin et al., 2006; He and Wong, 2004). However, ambidexterity is difficult for most banks to accomplish due to inherent burdens of activities due to exploratory and exploitative innovation. The paradoxical nature of the processes with a resource limitation and restricted time seeks a real tradeoff (Smith and Tushman, 2005; March, 1991). Given the essentiality of ambidexterity for continued execution, enquiry on mental wellbeing and hierarchical ambidexterity has begun. The investigation on how banks may conquer these obstacles and to take part in both exploratory and exploitative development has seen a growing interest.

Path breaking studies suggested organizational clarifications for ambidextrous organizations by proposing to separate exploratory and exploitative processes in different banks (O'Reilly and Tushman, 2008; Tushman and O'Reilly, 1996; Kleinbaum and Tushman, 2007). In this way, team building (team building) is reflected as a fundamental locus for resolving conflicting stiffness within ambidextrous organizations and engaging in composed resource allocation (O'Reilly and Tushman, 2004; Smith and Tushman, 2005; Burgelman and Grove, 2007). On these identifications, so far the research has suggested that features of team building can predispose employees of the team to change certain behaviors that may contribute to the ambidextrous organizations (Carmeli and Halevi, 2009; Lubatkin et al., 2006; Beckman, 2006). As per Jansen et al., 2008, apart from team building predispositions, recent studies on ambidexterity have also contended that employee commitment towards change is particularly essential in understanding the effectiveness of team building processes and the capability of organizations to pursue exploratory and

exploitative activities. Promising research has identified a different viewpoint on the role of team building and suggested that the behavior of employees in the team may also flow sideways within the team by bringing in commitment towards change among their employees. Largely unnoticed so far, this research argues that this latter perspective on employee commitment towards change holds great potential to better understand the ability of banks to achieve ambidexterity because 'usually the team's style is not sufficiently effective to overcome the natural variation of interests in a multifunctional senior team building' (Beer et al., 2005).

The concept of team building refers to the practice in which group employees of the team share the responsibility for and fully participate in the tasks (Ensley, Pearson, and Pearce, 2003). The tasks include deciding on the objectives, motivating behavior to achieve goals, and influencing group maintenance (Yukl, 2008). While it has initially been analyzed within groups at lower hierarchical levels (Pearce and Sims, 2002; Carson et al., 2007; Perry, Pearce, and Sims, 1999) emergent research proposes that the team building is a promising setting for employee commitment towards change (Ensley, Hmieleski, and Pearce, 2006; Denis, Lamothe, and Langley, 2001). This study considers team building as comprising the manager and senior executives who are responsible for important decisions about the bank (Carmeli and Halevi, 2009).

The process of team building stimulates the organizational ambidexterity by inspiring employees to work towards change. The rationality is a measure to define commitment of the employees towards change. The inclusive efforts to make and integrate the strategies towards change by an organization is commitment to change (Fredrickson and Mitchell, 1984). It deciphers the meaning to team building which is the instrumental in gathering comprehensive information, evaluating the best alternatives, and applying multiple criteria in decision making for better strategic options (Forbes, 2007; Carson et al., 2007; Pearce and Sims, 2002; Perry et al., 1999). The above involvement improves negotiating skills and accountabilities, inculcates an environment of harmony by information sharing among the team members (Yu et al., 2018). In addition to increased communication, provides a wider pool of resources as it brings together the skills and perspectives of a diverse set of employees of the team rather than drawing solely on manager's expertise (Waldersee and Eagleson, 2002). Building on this idea, extant research suggests that teams that engage in exhibit superior performance in complex situations such as strategic change (Denis et al., 2001). In addition to providing the information processing capacity necessary for employee commitment towards change, enhances the willingness of employees of the team to engage in such a demanding process because, as previous research indicates, it is associated with heightened self-efficacy perceptions (Lovelace, Manz, and Alves, 2007: 380). Procedurally, the role sharing involved in team building helps the integration of contrasting alternatives in the change process as it diminishes selective attention from employees of the team (Gronn, 2002). Therefore, This study proposes that team building is associated with higher levels of employee commitment towards change.

Pugh et al. (1968) in past literature shows relevance to various factors defining and explaining psychological safety though having a predefined organizational structure. It plays a vital role in a team setup to take risks during decision making process (Tsai, 2002; Ghoshal et al., 1994). This paper has referred to past studies while keeping in mind the various factors in an argument that the decision to take risks significantly highlights Psychological Safety in a frugal manner (Tsai, 2002; Ghoshal et al., 1994).

The term Psychological Safety in an organizational culture explains the views of members working in a team to show courage and voice their thoughts by taking risks in front of their superiors. It shows an open forum where others can watch and see how they respond when a team member confidently speaks about its own ideas, mistakes, feedback or clearing any doubts. It not only engages team members in a typical change of behaviour and attitude towards decision making but also makes them realise their own potential in having interpersonal skills to take risks during the process of decision making (Edmondson, 1999). The argument holds true to the fact that this develops and furthers the commitment to change attitude among employees and enhances better team building environment in the workspace as the top management is directed towards this decision making (Lin and Germain, 2003). The way of being psychologically safe enables team members with risk taking ability while following an ambidextrous approach in decision making rather than abiding by the hierarchical structure and norms. This not only empowers an employee and fills in with high focus towards the growth of the organization, but at the same time makes an employee aware of their ability by increasing the level ambidexterity towards building better teams.

In order to focus more on being ambidextrous, the team building aspect can get impacted by psychological safety. The quality of information use perceived during decision making and easy accessibility plays a key role in ambidexterity (O'Reilly, 1982). Although being psychologically safe in teams, gathering the capability to process enough information and high will power to get through difficult jobs may not fulfill the overall urge while making decisions with access to lower information grade. Lin and Germain (2003) and Jaworski&Kohli (1993) shows that past literature highlights the indirect relation of fear and using information during idea generation as it raises the communication prices (Atuahene-Gima, 2003). Kramer (1999), while following the hierarchical structure in an organization during decision making, Psychological Safety maintains a lengthy process of information filtration before reaching the makers. In such situations team members do not really go through their opinions as they fear the low grade or biasness of information may question their position in the team. Keeping this in view, it is seen that an organization becomes ambidextrous with the help of commitment to change among employees and having better teams.

Employee commitment in the direction of change, is related has increased the organizational ambidexterity. As decisions relating will receive the help of the senior team building underlie the pressures between exploration and exploitation, the manner in which team building method affects the extent to which banks act ambidextrously. The large search concerned in the comprehensive change process



permits the identification of the perspectives and needs of the stakeholders, as a consequence facilitating the ability of team building to combine various points of view and accept trade-offs (Wong, Ormiston, and Tetlock, 2011). Due to significant information search, the decision of comprehensiveness can protect the employee commitment towards any changes towards self interest of individual employees against opportunism. (Simons et al., 1999). By comparing numerous alternatives towards more than one criteria, comprehensiveness can guard the employee commitment in the direction of exchange against opportunism and self-interest of the employees of the team (Forbes, 2007), there is merit-driven and balanced allocation of resources among exploratory and exploitative approaches. Gedajlovic, Cao, and Zhang (2010) discover empirical proof in a sample of 287 responses gathered from employees in the bank by indicating that commitment of employee toward change is associated with higher levels of exploration and exploitation. Accordingly, team building can stimulate organizational ambidexterity by encouraging Employee commitment towards change in the process of the strategic decision-making.

Team building setting, means that the task is distributed among number of the Individuals of the team instead of being one person, i.e., the leader the team. The 'team building process in which management is carried by using the team, instead of entirely by using a single individual person' (Ensley et al., 2006). It means that employees of the group share the tasks of selecting the organizational priorities, organisations goals, motivating one another, and influencing groups (Ensley et al., 2003; Perry et al., 1999). While the traditional view of team building includes the downward projection of impact from the executive to the rest of the members and the individuals in the team, includes the application of lateral impact among the other employees in the team (Cox, Pearce, and Perry, 2003; Ensley et al., 2006; Pearce and Sims, 2000).

The study explains the team building holds outstanding ability to assist employees of the team to overcome the pressures between exploitative and exploratory techniques. Tushman and O'Reilly (1997) says that ambidexterity relies upon on team building that allow them to deal with massive amounts of informations and decision alternatives and address commitment in the direction of changes and uncertainty.' With the help of these ideas it is suggested that team building can stimulate ambidexterity in the process of improving the commitment to towards changes and also to improve the alternatives in a psychologically safe climate.

Until now, the inconclusive evidences has necessitated the urge for further research on proving the relationship between organizational ambidexterity and the commitment to change in organizations. Most of the existing studies are focussed towards the large scaled firms competing with each other in diverse markets for achieving the apex position by business diversification. Banks became the target sector to be researched in recent years because, of the contribution that this sector makes towards the growth of the country. The second reason being the lack of data due to confidentiality made the previous researchers not to target bank as a research area (Schumpeter, 1934; Landes, 1998; Audretsch, Keilbach and Lehman, 2006; Lubatkin, Simsek, Ling and Veiga, 2006). But the research by Lubatkin et al. (2006) revealed that there exist a tremendous pressure on banks as well to adapt and align to the need of the hour, in an organizational perspective. Even the work by Gibson and

Birkinshaw (2004) supports the notion of ease of implementation of ambidexterity in banks as compared to other organizations.

Based on the extensive literature review, the following hypotheses were formulated.

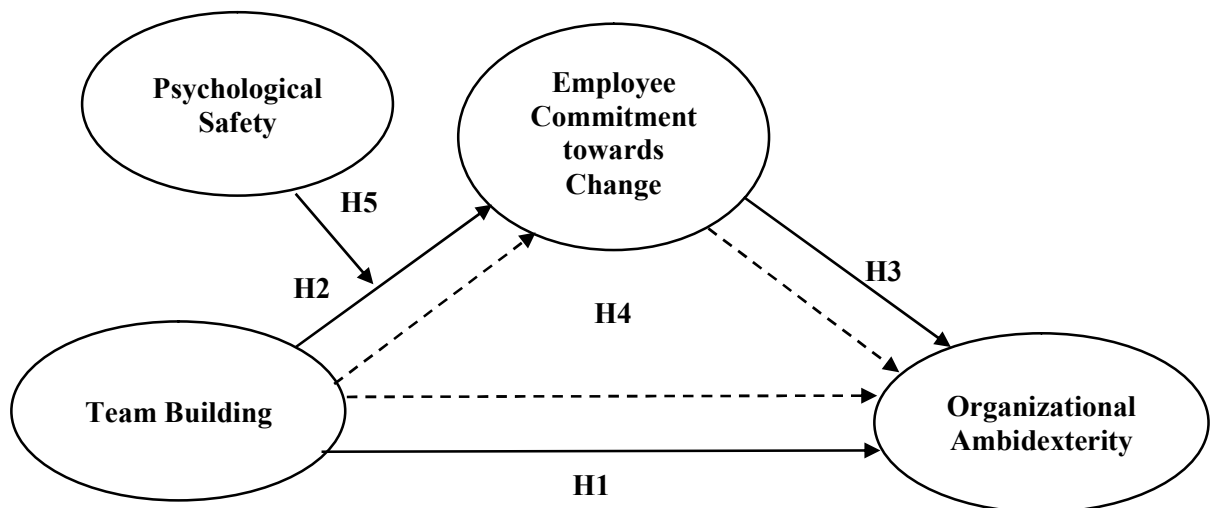
**H<sub>1</sub>:** Team building significantly impacts organizational ambidexterity.

**H<sub>2</sub>:** Team building significantly affects employee commitment towards change.

**H<sub>3</sub>:** There are evidences of employee commitment towards change having a significant impact on organizational ambidexterity.

**H<sub>4</sub>:** Employee commitment towards change mediates the positive relationship between team building and organizational ambidexterity.

**H<sub>5</sub>:** The indirect effect of team building on organizational ambidexterity through employee commitment towards change is stronger when psychological safety is higher.



**Figure 1: Hypothesized Model**

### III. Methodology

The present examination considered the most reasonable research configuration to be a non-exploratory, multivariate, and clear research plan. Further, the examination intends to test an exhaustive model that connections the investigation factors, for example, group building, worker responsibility towards change, hierarchical ability to use both hands and mental security. Despite the fact that, the individual relationship among these factors in dyads has been investigated in the surviving writing, none of the past examinations have explored an all encompassing model as proposed in this exploration. In this examination, there was no control of factors and did not endeavor to control the exploration setting. This methodology can yield a lot of information for extensive examination, which prompts applicable

proposals practically speaking. The examination has utilized different techniques, which are enhancing to the clear research configuration like contextual investigation, conclusion study, and orderly and practical examination of the exploration issue.

This investigation has connected accommodation and snowball inspecting strategy to draw tests from the universe to gather conclusions of the respondents. 'The chain of prescribed witnesses would normally separate at first the same number of potential sources are suggested, at that point unite as a couple of key names get referenced again and again' (Patton, 2002).

The example size of this examination was dictated by receiving the equation cited by Slovin (1960) as portrayed beneath:

$$n = N / (1 + Ne^2)$$

Where  $n$  is alluded as the complete examples for a chose populace,  $N$  is the absolute populace ( $N=399$ ) and  $e$  is the room for mistakes at 5%.

The poll was dispersed among 399 respondents, to conquer inspecting mistake and biasness in reactions, out of which 240 legitimate reactions were gathered utilizing accommodation and snowball examining system. The all out reaction rate of the review was 60% ( $n = 240$ ) in the wake of barring non-reaction and deficient surveys. An analyst should attempt to accomplish a reaction rate of at any rate 60 percent to get delegate reactions of the example (Punch, 2003).

The examination directed a sentiment overview utilizing an organized poll to explore the estimated relationship set up in the exploration. The fundamental factors that impact representative duty towards change and authoritative ability to use both hands in banks were investigated to plan the poll. The examination instrument was arranged methodically through a broad survey of crafted by past analysts and the resulting exploration holes recognized through this procedure. The things chose for each examination variable were adjusted from the measures utilized by scientists that gave an attractive clarification of the variable. The things were additionally changed to suit the setting of the investigation. The exploration instrument comprises of one segment to inspire socio-statistic data. The survey contains 46 things covering four segments, for example Group building, mental security, representative responsibility towards change and authoritative ability to use both hands of the individual banks. The reactions dependent on the things on the survey were estimated on a five-point Likert's scale. In this scale 1, 2, 3, 4, 5 delineated unequivocally dissent, deviate, nonpartisan, concur, and emphatically concur separately.

Thus, the fundamental examination of information was led by utilizing the enlightening measurements, connection and relapse investigation. At that point, the theorized research model was approved by utilizing factual apparatuses, for example, exploratory factor examination and basic condition demonstrating. The examination of information has been conveyed by utilizing IBM SPSS and AMOS variant 20. Along these lines, the outcomes determined through testing of speculations are condensed and examined with regards to the contemporary writing.



#### **IV. Data Analysis and Interpretation**

##### **IV.i. Demographic Characteristics**

The sample constitutes of about 70% male and 30% female participants, displaying a high number of male employees in the selected banks. The age groups of the respondents were between 18-30 years (26.48%), 31-40 years (43.21%), 41-50 years (20.21%) and 51-60 years (10.10%). Thus, the majority of banking employees are young (below 40 years). The participants had the educational qualification of matric (21.5%), intermediate/diploma (27.87%), graduation (28.57%) and post-graduation (21.95%). The respondents are belongs to categories like Officer-3 (7.32%), Officer-2 (7.86%), Officer-1 (38.68%), and Office Assistant (45.64%). The work experience of the respondents was 0-5 years (51.92%), 6-10 years (30.66%), 11-15 years (12.54%), and 16-20 years and above 45.87%). Thus, the demographic characteristics of the sample (table 1) reveal that the majority of participants were male, aged between 20 to 40 years, held the educational qualification of graduation, were employed and had a minimum work experience of up to 5 years.

**Table 1: Demographic Characteristic of the Sample**

<i>Variable</i>	<i>Scale</i>	<i>Number</i>	<i>Percentage</i>
Gender	Male	201	70.03
	Female	86	29.97
Age	18-30	76	26.48
	31-40	124	43.21
	41-50	58	20.21
	51-60	29	10.10
	10 <sup>th</sup> and Below	62	21.50
	Intermediate/ Diploma	80	27.87
Educational Qualification	Graduation	82	28.57
	Post-Graduation	63	21.95
	Officer-3	21	7.32
Designation	Officer-2	24	7.86
	Officer-1	111	38.68
	Office Assistant	131	45.64
	00-05	149	51.92
Experience	06-10	88	30.66
	11-15	36	12.54
	16-20 Above	14	4.87
	Private Sector	198	68.98
Organization	Public Sector	89	31.02

## V. Reliability of the Research Instrument

The study has used a structured questionnaire to obtain empirical data on the impact of Team building on employee commitment towards change leading to organizational ambidexterity. This section reveals the reliability coefficients of the items used to measure the study variables. The research instrument consisted of forty-six questions covering the variables of team building, employee commitment towards change, psychological safety and organizational ambidexterity. The no. of items for assessing Team building (TB), Psychological safety (PS), organizational ambidexterity (OA) and employee commitment towards change (ECC) are 10, 13, 10 and 13 items respectively. The reliability coefficients of variables range from 0.774 to 0.900. As per the guidelines of Nunnally (1978) to interpret the values of Cronbach  $\alpha$ , a score greater than 0.7 is acceptable and proves the reliability of the scale items. Thus, the reliability scores presented in table 2 substantiates the consistency of the items derived for measuring the variables of the study.

**Table 2: Reliability of the Study Factors**

<i>Factors</i>	<i>Items</i>	<i>Cronbach <math>\alpha</math></i>
Team Building	10	0.774
Psychological Safety	13	0.900
Employee Commitment towards Change	13	0.778
Organizational Ambidexterity	10	0.850

## VI. Exploration of factors

An EFA with the principal component method and varimax rotation was carried out by investigating the eighty-six items that cover all the study variables. The items were subjected to a series of EFA to obtain theoretically meaningful dimensions. Eventually, twenty-three items were retained which had communalities greater than 0.5, factor loadings above 0.6 and there is no cross-load on other components (Hair et al., 2014). Two statistical measures have established the suitability of the EFA, the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy, and Bartlett’s test of sphericity. The KMO value ranges from 0 to 1, and a value closer to 1 specifies that the patterns of correlation among attributes can generate unique and consistent factors. Hutcheson and Sofroniou (1999) specified that the KMO measure above 0.7 is acceptable.

**Table 3: Test of Sphericity and Sampling Adequacy**

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>		.893
	Approx. Chi-Square	4014.928
<b>Bartlett's Test of Sphericity</b>	Df	253
	Sig.	***

\*\*\* Significant at  $p < .001$

Table 3 shows the KMO value as 0.893, suggesting that items can yield distinctive and reliable factors. The Bartlett's test of Sphericity reveals a chi-square statistic of 4014.928 with 253 degrees of freedom, which is significant at .001 level. The results reject the assumption that the correlation matrix is an identity matrix, and there is a significant correlation among some of the attributes.

**Table 4: Total Variance Explained by Extracted Factors**

<b>Factor</b>	<b>Initial Eigenvalues</b>			<b>Extraction Sums of Squared Loadings</b>			<b>Rotation Sums of Squared Loadings</b>		
	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>
1	7.86	34.19	34.19	7.86	34.19	34.19	4.32	18.79	18.79
2	3.39	14.76	48.96	3.39	14.76	48.96	3.80	16.57	35.35
3	2.32	10.11	59.07	2.32	10.11	59.07	3.73	16.21	51.56
4	1.63	7.10	66.17	1.63	7.10	66.17	3.36	14.61	66.17

Note: Extraction Method: Principal Component Analysis.

The communality varies from 0 to 1 and the attributes having a communality of less than 0.5 do not provide sufficient explanation of the common variance (MacCallum et al., 1999). Here, the communalities are in a range of .551 to .785 indicating that all the items have an adequate amount of shared variance with other items. Table 4 highlights that four factors were extracted with eigenvalues greater than 1 that collectively justify about 66.179 % of the variance. The variance attributed to the first factor is substantially larger than rest of the three factors. The rotated component matrix of the loaded attributes is derived by adopting varimax rotation (table 10). Osborne and Costello (2009) recommend, "A factor with fewer than three items is weak and unstable while five or more items with loadings above 0.6 are desirable and indicate a solid factor". All the extracted factors of the study have at least three items, and the factor loadings of all elements are greater than 0.6. Thus, all the extracted factors prove to be concrete and reliable. Moreover, the twenty-three items loaded extensively on the four factors representing the study variables (Table 6). The items extracted for each factor are further classified in Table 7.

## VII. Measurement Model

As observed in figure 2, the measurement model of the study comprised of four latent constructs and twenty three indicators. Each indicator had only one path from the latent construct, and all the latent constructs were correlated with each other. The model fit of the measurement model was investigated through several model fit indices. The indices comprises of the fit measures such as normed chi-square ( $\chi^2/df$ ), goodness of fit index (GFI) , root mean square error of approximation (RMSEA), Tucker-Lewis index (TLI), Incremental fit index (IFI), comparative fit index (CFI) and adjusted goodness of fit index (AGFI). A model has acceptable fit when it has  $\chi^2/df$  in the range of 3 to 1 (Arbuckle, 2009); RMSEA lower than 0.08 (Browne and Cudeck, 1993); IFI, TLI and CFI values greater than 0.9 (Hu and Bentler, 1999) with GFI and AGFI values greater than 0.8 (Mulaik et al., 1989). Further, Hoelter's statistics estimates the sample size required to yield adequate model fit (Byrne, 2010). The model fit indices showcased in table 5 which conclude all the four latent constructs of research model obtained satisfactory fit ( $\chi^2/df=2.208$ , GFI=.867, RMSEA=0.065, TLI=.921, CFI=.931, AGFI=.834, Hoelter = 151 (.05), 160 (.01),  $p<.001$ ).

**Table 5: Model Fit Indices of the Measurement Model**

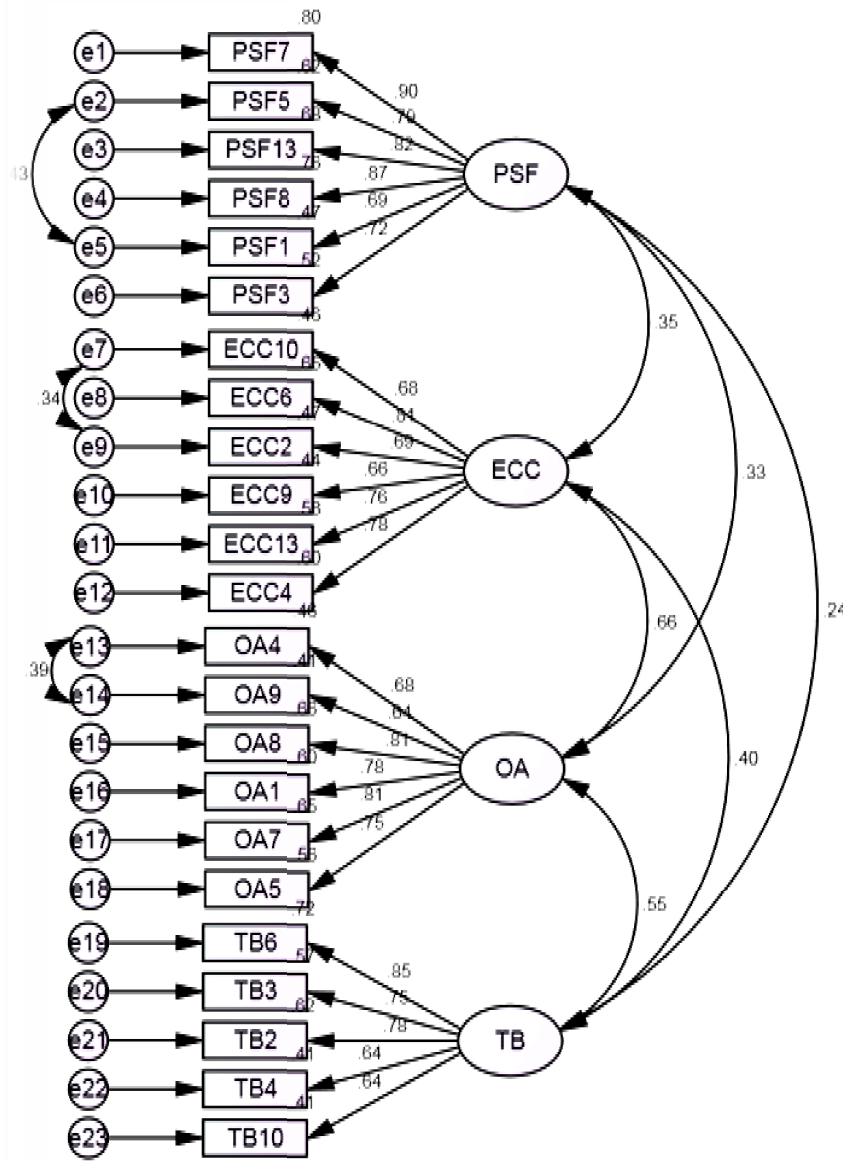
<i>Fit Index</i>	<i>Recommended Values</i>	<i>Value for the research model</i>
CMIN		488.071
DF		221
CMIN/DF	$\leq 3$	2.208
GFI	$\geq .80$	.867
AGFI	$\geq .80$	.834
RMSEA	$\leq .08$	.065
TLI	$\geq .90$	.921
CFI	$\geq .90$	.931
IFI	$\geq .90$	.932
HOELTER	151(.05), 160 (.01)	

## VIII. Convergent and Discriminant Validity

Table 6 depicts that the each indicator loaded significantly on the particular construct with standardized loadings higher than 0.5. The score of AVE and CR for all the latent constructs were also above the threshold value. Table 7 exhibited that the square root of AVE of the constructs (in bold) is greater than the shared variance between the constructs which confirm the distinctiveness of each construct. The measurement model was tested for reliability and validity using Stats Tool Package of James Gaskin.

**Table 6: Convergent Validity**

<i>Constructs</i>	<i>Measurement Items</i>	<i>Standardised Estimates</i>	<i>AVE</i>	<i>CR</i>	<i>p value</i>
Psychological Safety	PS7	0.897	0.557	0.882	***
	PS5	0.788			
	PS13	0.824			
	PS8	0.872			
	PS1	0.686			
Employee Commitment towards Change	PS3	0.718	0.642	0.914	***
	ECC10	0.677			
	ECC6	0.806			
	ECC2	0.685			
	ECC9	0.622			
Organizational Ambidexterity	ECC13	0.759	0.533	0.872	***
	ECC4	0.777			
	OA4	0.675			
	OA9	0.642			
	OA8	0.815			
Team Building	OA1	0.777	0.610	0.886	***
	OA7	0.805			
	OA5	0.748			
	TB6	0.850			
	TB3	0.752			
	TB2	0.785			
	TB4	0.641			
	TB10	0.638			
Significant at*** p < .001					



**Figure 2: Measurement Model**



**Table 7: Discriminant Validity**

	OA	ECC	PS	TB
OA	<b>0.746</b>			
ECC	0.333	<b>0.801</b>		
PS	0.657	0.348	<b>0.730</b>	
TB	0.546	0.245	0.395	<b>0.738</b>

(Note: Bold diagonal elements shows the square root of the variance shared between the constructs and their measures)

Thus, the measurement model of the study variables demonstrated adequate convergent and discriminant validity and was prepared for inclusion in the structural model.

### **IX. Structural Model**

The present study has conducted SEM using AMOS 20 package to examine the hypotheses, which involved both mediation and moderation effects. In this study, two structural models were discussed. The first model examined the mediating effect of employee commitment towards change in the relationship between team building and organizational ambidexterity. The second model assessed the moderated mediation effect wherein team building (independent variable), psychological safety (moderator), employee commitment towards change (mediator) and organizational ambidexterity (outcome) are taken into consideration.

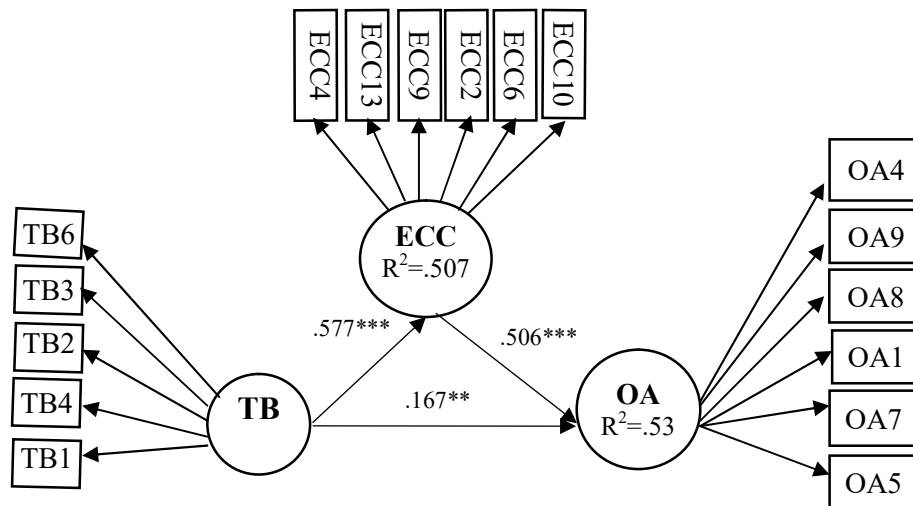
### **X. Mediating role of employee commitment towards change**

The present study adopted the incremental approach of Baron and Kenny (1986) to test the mediating relationship of employee commitment towards change in the relationship between team building and organizational ambidexterity. In the structural model, the mediating relationship was examined to reveal direct and indirect effects and test the robustness of mediator. In order to confirm with the first three steps of Baron and Kenny method of mediation analysis, the individual relationship between the independent and dependent variable, independent and mediating variable and mediating variable and dependent variables were assessed.

The model examined the mediating role of employee competencies between the team building and organizational ambidexterity. The model fit indices (table 8) were in acceptable region ( $\chi^2/df=2.793$ , GFI=.886, RMSEA=.061, TLI=.927, CFI=.936, AGFI=.846, IFI=.901, Hoelter=179 (.05), 198(.01)). The results reveals that there is significant relationships between team building and employee commitment towards change ( $\beta = .577$ ,  $p<.001$ ), employee commitment towards change and organizational ambidexterity ( $\beta = .506$ ,  $p<.001$ ), and team building and organizational ambidexterity ( $\beta = .167$ ,  $p<.001$ ).

**Table 8: Model Fit Indices of the Mediation Model**

<i>Fit Index</i>	<i>Recommended Values</i>	<i>Value for the research model</i>
CMIN		631.218
DF		226
CMIN/DF	$\leq 3$	2.793
GFI	$\geq .80$	.886
AGFI	$\geq .80$	.846
RMSEA	$\leq .08$	.065
TLI	$\geq .90$	.927
CFI	$\geq .90$	.936
IFI	$\geq .90$	.901
HOELTER	179(.05), 198 (.01)	



**Figure 3: ECC acting as Mediator between TB and OA**

(Note: TB= Team Building; ECC=Employee Commitment towards Change; OA = Organizational Ambidexterity)

The analysis of the direct and indirect effects between team building and organizational ambidexterity in the mediated model (table 9), illustrates a substantial direct effect (.167) and a significant indirect effect (.292), confirming the partial mediation of employee commitment towards change. Figure 3, represents the structural model with significant path coefficients for the employee commitment towards change as a mediator between team building and organizational ambidexterity.

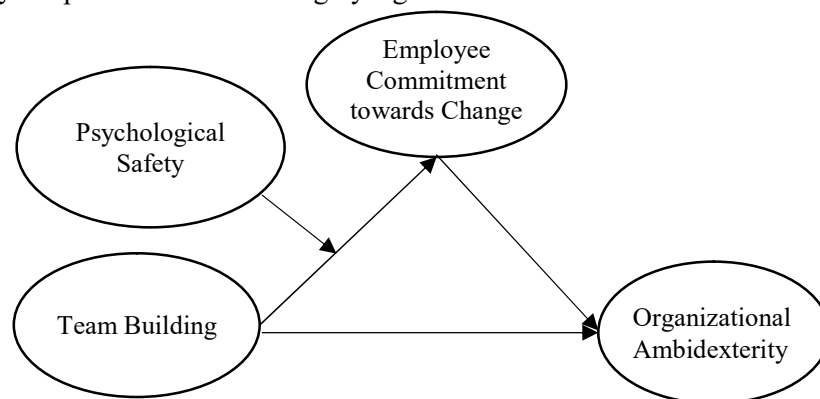
**Table 9: Path Coefficients and Indirect Effects for Individual Mediation Models**

Relationship	Total Effects	Direct Effect	Indirect Effect
Team Building→ Organizational ambidexterity (Employee commitment towards change) <sup>#</sup>	.459 <sup>**</sup>	.167 <sup>**</sup>	.292 <sup>***</sup>

**Note:** # Mediator in parenthesis <sup>\*\*</sup>p<.001,

## XI. Moderated Mediation Analysis

The moderated-mediation analysis examined conditional indirect effect of psychological safety on the relationship between team building and organizational ambidexterity through the mediator employee commitment towards change (Figure 5). First, examined the relationship between team building, psychological safety and interaction of both variables on employee commitment towards change. The model summary shown in Table 10 provides the value of  $R^2$  as .4920, which implies that the independent variables explain 49.20 per cent of the observed variability in employee commitment towards change. As per Chin (1998) the recommended  $R^2$  value in latent variables are 0.67 (substantial), 0.33 (moderate), 0.19 (weak). According to the results of the study, F value ( $F = 154.153$ ,  $p < .001$ ) highlights that the variance explained by the predictor items are highly significant.



**Figure 5: Conditional indirect effect of Psychological Safety on Team Building and Organizational Ambidexterity**

**Table 10: Model Summary (Employee Commitment towards change)**

Model	Unstandardized Coefficients	Std. Error	t	Sig.
(Constant)	3.7812	.0096	15.9781	.000
TB	.5099	.0367	13.8824	.000
PS	.1699	.0340	4.9908	.000
PSxTB	.0202	.0288	.7033	.028

R = .5014, R<sup>2</sup> = .4920, F = 154.153, Sig. = .000

**Note: Dependent variable:** Employee Commitment towards Change;

**Independent variables:** Team Building, Psychological Safety; PSxTB: Interaction

The unstandardised coefficients of the independent variables team building ( $\beta = 0.5099$ ,  $p < 0.01$ ) and psychological safety ( $\beta = 0.1699$ ,  $p < 0.01$ ) are significant and interactions (PSxTB) effects are also found to significant ( $\beta = 0.0202$ ,  $p < 0.05$ ). The results indicate that there is significant and positive moderating effect of psychological safety on relationship between team building and employee commitment towards change.

**Table 11: Model Summary (Organizational Ambidexterity)**

Model	Unstandardized Coefficients	Std. Error	t	Sig.
(Constant)	1.9302	.0114	10.7869	.000
ECC	.5851	.0457	12.8005	.000
TB	.1246	.0401	3.1068	.000

R = .5033, R<sup>2</sup> = .4919, F = 200.1534, Sig. = .000

**Note: Dependent variable:** Organizational Ambidexterity;

**Independent variables:** Team building, Employee Commitment towards Change

In the table 11 shown the results of regression of independent variables employee commitment towards change and team building on organizational ambidexterity. The results indicates that employee commitment towards change ( $\beta = 0.5851$ ,  $p < 0.01$ ) and team building ( $\beta = 0.1246$ ,  $p < 0.01$ ) are significant and positively related with organizational ambidexterity. The conditional indirect effect of psychological safety on the relationship between team building and organizational ambidexterity confirms that in the presence of high psychological safety the mediating effect of employee commitment towards change will increase (.5109) compared with the absence of psychological safety (.4233) as shown in the table 12.

**Table 12: Conditional Indirect Effects**

<i>Relationship</i>	<i>Total Effects</i>	<i>Direct Effect</i>	<i>Indirect Effect</i>	<i>Conditional Effect(PS)</i>			<i>Indirect</i>	<i>Mediation Type</i>
				<i>Low</i>	<i>Absence</i>	<i>High</i>		
TB → ECC	.5099	.5099	-	-	-	-		
TB → OA	.1246	.1246	-	-	-	-		
ECC → OA	.5851	.5841	-	-	-	-		
TB (PS)→ ECC# →OA	.4257 (Low)	.1246	.2987	.3011	.2987	.3863		Partial
	.4233 (Absence)							
	.5109 (High)							

**Note:** #indicates mediator, Moderator in parenthesis, \*\*  $p < .001$ , \*  $p < .01$ ,  
TB = Team Building; ECC = Employee Commitment to Change; PS = Psychological Safety;  
OA = Organizational Ambidexterity

## **XII. Findings of the Study**

The analysis of the data acquired from various private and public sector banks provided meaningful insights on the team building, psychological safety, employee commitment towards change and organizational ambidexterity. The major finding in public sector banks was the impact of employee commitment towards change on team building leading to ambidexterity was relatively low to that of private sector banks. Further, the study investigated the mediated and moderated relations among the study variables. It was found that team building has a significant relationship with employee commitment towards change of employees in the selected banks. Therefore, hypothesis H1 was accepted. Subsequently, team building has a significant association with organizational ambidexterity, thus, confirming the hypothesis H2. Further, employee commitment towards change had a positive and significant mediating effect (partial mediation) on the relationships between team building and organizational ambidexterity. Thus, the hypothesis H3 was also supported. Further, the moderating effect of psychological safety on the mediating relationship between employee commitment towards change and organizational ambidexterity was confirmed using Hayes Process. Hence, hypothesis H4 was accepted.

## **XIII. Discussion**

This section deals with the implications of the organizational ambidexterity, psychological safety and literature, featuring both the cumulative knowledge and opportunities for future research. In particular, a distinguish dominant, reliable relationship in the empirical research, particularly those that exceed the level of analysis; in this study limitations of the current literatures, directions for future research is proposed.

Psychological safety combined with organizational ambidexterity is a topic of relative importance and interest in the recent decades in the fields of organizational behavior, management, management healthcare management, and social psychology. Proof from empirical research studies led in different a industrial and organizational contexts, over numerous regions and countries has a great support in the idea of psychological safety among employee commitment and towards a change, and recommends surprising level of generalizability in the research findings. The connection between psychological safety and organizational ambidexterity is logical theoretically, especially when there is trust and a requirement for either team building is expected to achieve the work. Without the components of fear or team building, the need to confront and overcome interpersonal risk is essentially less remarkable, and along these lines the nearness of psychological safety should have less theoretical logic. Relating this logic to our results and findings, it is observed that psychological safety has a mediated relationship with the employee commitment and towards change in the relationship between organizational ambidexterity and team building.

Second, psychological safety is especially significant for understanding employee responsibility towards change—an explanation that remains constant across levels of analysis (individual, teams, and banks). Much changes in the present banks happens in the interpersonal interactions between highly interdependent individuals (Edmondson 2004), and employee commitment towards change can be constrained by individual concerns about interpersonal risks or outcomes, including a fear of not accomplishing one's objectives and change anxiety made by feelings of incompetence that happen during the team building process (Schein, 1996). Employees are bound to offer ideas, request help, admit mistakes or provide feedback if they feel it is safe to do so. With developing numbers of collaborative relationships and complex interdependencies in the working environment, psychological safety is probably going to remain a significant factor for employee commitment to change and organizational ambidexterity in the future (Carmeli and Gittell, 2009; Tucker et al., 2007). Certainly, the one of the common findings in the previous set of studies (particularly at the team level) reliably support a connection between team building and psychological safety.

Third, studies demonstrate that individuals who experience more psychological safety are bound to speak up at work. Team building can be a crucial force in helping contemporary banks learn and succeed; by speaking up to the individuals who occupy positions to authorize actions, employees can help challenge, recognize issues or opportunities for development, and offer ideas to improve organizational ambidexterity. However, broad research has demonstrated that voice in such circumstances can feel risky (Burris et al., 2008; Nembhard and Edmondson, 2006). The recent research on psychological safety, hence proposes that mitigating this risk is conceivable to improve organizational ambidexterity.

#### **XIV. Implications for theory and practice**

Collaborative work environment is a fundamental part of organization life, however it regularly demonstrates more interpersonally difficult than expected. One of the most major difficulties organizations face is how to manage the interpersonal



threats employees admitting voicing concerns and opinions, ignorance or uncertainty, or employees being different. One practical insights from the literature on psychological safety is that this positive interpersonal climate, which is helpful for team building and employee commitment towards change under vulnerability, does not develop naturally.

The employees in the banks have a string work culture, their view of having a sense of feeling to speak up, request help, or give feedback will differ from team to team and department to department (Edmondson 2003). In spite of the fact that teams and departments may benefit by the variety of manager personality and styles the savvy managers should not underestimate the extent of congruent communication and intentional intervention required for psychological safety to be consistently effective.

The burden towards the employee commitment towards change does not lie exclusively with managers. Employee can help by taking special actions that differ in significant ways from standard way of thinking about ideal employee behavior. Obviously, psychological safety isn't a panacea for tending to the majority of the difficulties of team building and organizational ambidexterity, rather, an interpersonal climate of security must be joined with other fundamental ingredients (e.g., goals, supportive leadership, vision, strategy, etc) to best empower organizational ambidexterity.

Also, regardless of its steady positive impact, psychological safety may have negative impacts too. Excessive psychological safety may send individuals down a way of wasting valuable time on insignificant things or a way of losing the inspiration to truly accept change. Managers need to work to accomplish a balance of encouraging open correspondence related to the task to be done and giving useful feedback to limit unessential inquiries, discussions, or comments. Banks may fare well when managers set exclusive expectations and send the correct message about these norms or standard and the idea of the work to ambidextrous in a psychological safe climate.

## **XV. Future Research**

Eventhough the existing research has revealed insight into the difficulties and opportunities of basic team building and ambidexterity in banks, extensive research is expected to extend the comprehension of how psychological safety functions. The researchers would be examining the dynamic nature of team building and impact of psychological safety on ambidexterity in future work on financial institutions other than banks. Although psychological safety has often been presented as a moderator, it additionally communicates with different factors to change predicted relationships. Thus, role of psychological safety in distributed, multinational, or virtual teams might be not quite the same than that in the more bonded and nursing, local surgery, and new- product-development teams which can be further considered.

We recommend that work on the boundary conditions of psychological safety which is underdeveloped and that an unexpected model of psychological safety might be

worth seeking after understanding the innovative activities and essential collaborative activities that fuel the present fast paced ambidextrous organizations. There is a need for a further research methodologically, to upgrade the credibility and generalization of the present findings. We may most likely further approve the construct of psychological safety on samples that include more than one type of team, more than one kind of organization, and additionally more than one country. A progressive longitudinal research will permit a better assessment of cause and effect results and permit an examination of psychological safety in ambidextrous organizations rather than focusing on team building to drive ambidexterity.

We additionally suggest that cross-level and multilevel research is expected to systematically understand the constructs. Thus, I recommend hybrid methods strategies that blend qualitative and quantitative data from field studies and in this way revealed insight into the experiences and causal relationships to triangulate crosswise over various assessments in future research.

## **XVI. Conclusion**

Managing an organization for ambidexterity requires effective team building approach. The purpose of the study is to examine the relationship between team building, employee commitment towards change, organizational ambidexterity and psychological safety in banking sector. Going by the results of this study and the position of the previous literature review on the superiority and effectiveness of team building influence employees commitment towards change leading to ambidexterity is recommended for banks that wish to adopt these aspects and mentor employees who will be managers of tomorrow to keep the flag flying high for their banks.

The present study was an attempt to be as logical as possible; yet there were certain limitations while conducting the study. The measures included in this research were all based upon the perceptions of the employees. Secondly, the present research is carried out only in banks of Odisha; thus this research may not be applicable to other banks of different regions. A careful selection of a better representative sample from different parts of India would bring comprehensiveness in the results.

The scope of this present research may be extended to other organizations as a comparative study. For future research, the development on research instruments on team building, employee commitment towards change, organizational ambidexterity and psychological safety can be customized for different setting to generalise and add value to the existing literature.

During this period, research related to organizational behavior has created a useful collection of lessons that set up the basic job of psychological safety for organizational ambidexterity. Crossing enterprises, countries, and levels of examination, these investigations highlight that all is well and good at work so as to create, alter changes, learn, contribute, and perform in groups successfully in a fast developing country. Regardless, of these critical inquiries and it is an expectation that this examination will empower scientists to look for valuable and energizing examination within the point in the future.

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