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**Analyzing the Relationship between Personal Traits and Organizational Commitments  
among the Contractors in Contract with Iran Automotive parts company- IAPCO  
Mashhad**

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**Abstract**

This research has been conducted with the purpose of analyzing the relationship between personality traits and organizational commitments among the contractors in contract with Iran Automotive parts company- IAPCO Mashhad In the commercial year of 1392 (Last nine months of 1392 plus the first quarter of 1393). This study is strategic and descriptive-correlational regarding purpose and methodology, respectively. Population of this research includes contractors in contract with Iran Automotive parts company- IAPCO Mashhad (249 firms and workshops with 437 people including executives, vice chairman and related staff). As the parent company, IAPCO Mashhad has 5 subordinate companies namely, Mashhad ring making, *Electric Khodro Shargh*, Sabzevar Khodro cable, Khorasan axial parts and Neishabur exhaust mfg. These companies are similar regarding internal terms, regulations and have similar procedure that is manufacturing different parts of an Automobile. Hence, it was possible to choose any of these companies as sample. To hold an equal odd for the companies, using lottery, the company of Sabzevar Khodro Cable was elected. In other words, contractors of Sabzevar Khodro Cable (61 firms or workshops with 105 people including chairmen, vice chairmen and related staff), were chosen using random cluster sampling and to achieve more validity in the results, after choosing the particular cluster (Sending survey to all contractors of Sabzevar Khodro Cable (survey No. 105)), the method of capitation was used.

In comparison and analysis of personality traits, we have used 60 question standard survey of Costa<sup>3</sup> and McCrae's five personality dimensions (NEO-FFI). Also, using 24 question standard survey of Mayer and Allen's organizational commitment, the matter has been evaluated. To determine the face-content validity of surveys, reporters' comments and experts' tips were used. These surveys were distributed couple of times in a row among professors specialized in human resource management, commercial management, educational science, educational psychology and each time, necessary and recommended terms were applied to the survey. Using Cronbach's Alfa coefficient, reliability of personality traits survey and contractors' organizational commitment survey were estimated respectively 0.89 and 0.97, which demonstrates an appropriate reliability of measurement tools. Analyses of the data were conducted using SPSS 17, statistical method of Pierson's correlation coefficient, ANOVA and nookie's post hoc test. The results of hypothesis showed that there is no meaningful relationship between contractors' extroversion and organizational commitment, but there is a meaningful relationship between

contractors' neuroticism, responsibility (having a conscience), compatibility, openness (Being pleasant) And organizational commitment.

**Keywords:** Personality, Personality traits, organizational commitment

## 1. Introduction

The rise of social media and their daily expansion, is a prominent feature of human civilization. In the past two decades, organizations have changed meaningfully and have become organizations with features like decentralization and globalization. In this type of organizations, labor force is the main capital and such organizations look to use labor force's capabilities and skills in order to maximize their efficiency and productivity.

In recent years, staffing managers and consultant psychologists, have necessarily announced accurate and satisfying methods more than ever to evaluate some personality traits of the volunteer in the crucial moments of hiring or signing the contract. Studies of Hunt and Brew about thousands of labors in different organizations, show that personality factors, more than lack of skills and talent, act as a factor of dismissal, failure and lack of success, promotion and progress. These studies are related to dismissal factors other than unproductivity. Considering people's personality, their hiring, transfer or promotion process can be improved. Since personality traits act as a determining factor of their behavior, by identifying these traits, we can obtain a framework for behavior predicament. Knowing people's personality can help organizational directors to appoint qualified people to different positions in the organization which will in turn lead to a decline in staff transfers and an increase in their job satisfaction. (Robins, Stiffen. P 1996, quoted by Parsaian and E'rabi<sup>4</sup>, 1374).

Every job has its own unique features like, whether this job needs intellectual or physical work, a busy environment or a quiet one, the job gets done solely or in a group, how is the screening process and many other issues. On the other hand, people have their own personality traits, they like to work solely or as a group. Personality, is a set of psychological features that exist in one consistently and effects on his behavior and thinking. Or in a more accurate tone, people's personality is a combination of psychological features that we use to determine that person's place in classification (Robins and Di Senzew, 1998, Translation: Shadi, E'rabi and Rafi'I, 1385).

Furthermore, is one of the important motivational matters, based on which, one heavily gets his identity in organization, participates in organization and interacts with it and enjoys being a member of it. Organizational commitment is the degree of psychological assimilation or organizational adhesion that we work for. Organizational commitment consist of the following parts: accepting organization's goals and values, willingness to work for the organization and having a great incline for being adhesive to the organization (Mowdy, Porter & Steers, 1982). There are many reasons why an organization should increase the level of organizational commitment. First, organizational commitment is a new concept and is generally different from job affiliation and satisfaction. For instance, nurses might like what they do, but not like the hospital they work at which in this case, they will search similar jobs in similar settings (Greenberg and Barron, 2002). Second, many researches have shown that organizational commitment is positively related to outcomes like job satisfaction and meta-social organizational behavior and job performance, but is negatively related to the willingness to quit the job (Shean Change and others, 2002). Also high performance in organizations, firms and institutes is a result

of different and various factors. Also there are different approaches for problems that have led to low performance, one of which is to focus on personality traits of the people in organization.

Studies have shown that staff who are interested and loyal to the organization, have higher job performance and are more inclined to stay at the organization, have less absence and more job motivation and they are in more agreement and companionship with the organization. So, by knowing the commitment level of staff and the change in its effective factors, organizations can achieve their intended goals (Saatchi<sup>5</sup>, 1382).

So, considering what said above, analyzing personality traits, organizational commitment and their relation with job performance is of high importance. Because in recent years, researchers share the same view that first, quintet pattern of personality can be used for describing most important personality aspects. Quintet stricter is comprehensive in terms of standards, cultures and evaluation sources. Second, quintet pattern has been studied and researched in many fields of industrial and organizational psychology, especially with regard to job performance (Barrick and Mount, 1991).

#### Research background

In a study conducted by Madani and others (1384), with the title of “identifying effective factors on the organizational commitment of Fajr Gas refining company’s staff”, along using the pattern of Allen and Mayer, showed that organizational support, decision making participation, organizational sense of judgment, job opportunities outside the organization, promotion opportunities, positive view of the job, education, job experience and dealing with staff’s problems are effective factors on organizational commitment.

Vahid Rezazadeh (1381), in studying the relation between job satisfaction and organizational commitment, has shown that factors like job satisfaction, being satisfied with the supervisor, coworkers, promotion opportunities, salaries and bonuses have been effective on the level of organizational commitment.

Some results of Hosseini and Mehdizadeh (1389) with the title of “identifying effective factors on organizational commitment” are as follows:

There is a direct and meaningful relationship between organizational commitment and job independency.

There is no meaningful relationship between organizational commitment and job experience.

There is a reverse and meaningful relationship between organizational commitment and job repeatability.

Promotion opportunities have a meaningful and positive relationship with emotional and normal commitment.

Results of Jazayeri<sup>6</sup> and others study (1385), in analyzing simple and multiple relationships of personality traits with professional commitment in the nurses of some hospitals of Ahvaz city, showed that the highest correlation coefficient exist among personality traits and two kinds of emotional and normal commitment.

In a study, Mahmoudi (1386) has analyzed the relationship between organizational commitment and job unfamiliarity of deans and teachers of West Azerbaijan state’s special schools. Results of this study show that there is no meaningful difference between organizational commitment of the deans and teachers. There is no meaningful difference between organizational commitment of

the male and female deans. Also, no meaningful difference between male and female teachers has been observed.

In a simple study, Parvin (1387) analyzed simple and compound relationships of personality dimensions with organizational commitment in the teachers of middle and high schools of West Islam Abad. According to the results of this study, a meaningful relationship was observed among the following subjects: neuroticism with emotional commitment, extroversion with emotional and normal commitment, openness with emotional commitment, consistent commitment and normal commitment, assimilation with emotional commitment, responsibility with emotional commitment and normal commitment.

Bernan (2003), in a study of organizational commitment effect on progress of the staff in one of automotive companies in U.S, showed that 61% considered teaching organizational commitment necessary and 54% have positive feedback on the role of organizational commitment in their organization.

Park and others (2005), in their study titled “teamwork, trust and team commitment of teachers”, found that teamwork can be counted as one of the important predicting factors in the team commitment of teachers. Teachers who have shown high levels of teamwork skills, internalized a high level of team commitment. Also, the result of this study showed that variables of demography (gender, age, educational degree and job experience) have no important effect on team commitment.

Erdheim<sup>7</sup> and others (2006), analyzed the relation between the great five factor-model of personality and model of organizational commitment in one of the automotive companies in U.S. Results showed that extroversion has a meaningful relationship with emotional, normal and consistent commitment. Neuroticism, responsibility and openness are related to consistent commitment and eventually have a meaningful relationship with normal commitment.

Nartgon and Manp (2010), conducted a research with the purpose of analyzing levels of commitment in the teachers of Turkey’s elementary schools. Results of this study show that there is no meaningful relationship between gender and marital status and emotional, normal and consistent commitment. In this study, teaching experience showed a positive relation with emotional commitments but had no real difference from consistent and normal commitment. Age variable had a positive relationship with emotional and normal commitment but showed no meaningful relationship with consistent commitment.

### **Research hypotheses<sup>8</sup>**

1. There is a meaningful relationship between contractors’ extroversion and organizational commitment.
2. There is a meaningful relationship between contractors’ neuroticism and organizational commitment.
3. There is a meaningful relationship between contractors’ responsibility (having conscience) and organizational commitment.
4. There is a meaningful relationship between contractors’ compatibility and organizational commitment.
5. There is a meaningful relationship between contractors’ openness and organizational commitment.

### **2. Research Methodology**

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The research is strategic and descriptive-correlational regarding the purpose and methodology, respectively. It has been conducted in a onetime manner on the commercial year of 1392 (last 3 quarters of 1392 and the first quarter of 1393). Population of this research includes contractors in contract with Iran Automotive parts company- IAPCO Mashhad (249 firms and workshops with 437 people including executives, vice chairman and related staff) and the contractors of Sabzevar Khodro Cable (61 firms or workshops with 105 people including chairmen, vice chairmen and related staff), were chosen using random cluster sampling and to achieve more credibility in the results, after choosing the particular cluster (Sending survey to all contractors of Sabzevar Khodro Cable (survey No. 105)), the method of capitation was used. Also, using standard survey of Mayer and Allen's organizational commitment, the matter has been evaluated. To determine the face-content validity of surveys, reporters' comments and experts' opinions were used. These surveys were distributed couple of times in a row among professors specialized in human resource management, commercial management, educational science and educational psychology and each time, necessary and recommended terms were applied to the survey. Using Cronbach's Alfa coefficient, reliability of personality traits survey and contractors' organizational commitment survey were estimated respectively 0.89 and 0.97, which demonstrates an appropriate reliability of measurement tools. After gathering the result, analysis was conducted on two levels of descriptive and deductive using SPSS. In the descriptive level, statistical elements like Pierson correlation coefficient, independent t-test and ANNOVA were used. The result of this hypothesis showed that there is no meaningful relationship between contractors' extroversion and organizational commitment, but contractors' neuroticism, responsibility, compatibility, openness are meaningfully related to organizational commitment. After extracting the collected data and information, analysis of them and introducing the hypothesis were done via descriptive analysis and also by applying related statistical tests such as t-test, ANNOVA, Alfa Cronbach, fredman, Pierson's correlation coefficient and some other tests in terms of necessity using SPSS.

For gathering data, we used the three following surveys:

Neo personality survey: NEO-FFI personality survey, known as Neo, is designed by Costa and McCrae<sup>9</sup> and In Iran, it has been translated and applied by Hagh Shenan. 60 article NEO-FFI survey is designed for brief and quick evaluation of the main five personality factors (emotional instability or neuroticism, extroversion, openness, agreement and being conscionable and each factor consists of 12 articles.

Organizational commitment survey: These tools show that how much a person feels responsible towards his organization. Organizational commitment survey has been codified by Allen and Mayer in 1991. This tool consists of 24 questions and includes three subscale that are emotional, consistent and normal. Each of these subscales cover a different question.

### 3. Findings

After analyzing the gathered data from the surveys, findings are being analyzed.

First Hypothesis: There is a meaningful relationship between contractors' extroversion and organizational commitment.

Table 1. Correlation coefficient between contractors' extroversion score and organizational commitment.

|                                 |
|---------------------------------|
| Organizational commitment score |
|---------------------------------|

| Total score    |                         | Emotional commitment |                         | Normal commitment |                         | Consistent commitment |                         | variable |
|----------------|-------------------------|----------------------|-------------------------|-------------------|-------------------------|-----------------------|-------------------------|----------|
| Meaningfulness | Correlation coefficient | Meaningfulness       | Correlation coefficient | Meaningfulness    | Correlation coefficient | Meaningfulness        | Correlation coefficient |          |
| 0/37           | 0/08                    | 0/49                 | 0/06                    | 0/19              | 0/13                    | 0/49                  | -0/06                   |          |

Findings of table 1 show that correlation coefficient between extroversion score does not have a meaningful with none of organizational commitment’s elements.

Hypothesis 2: There is a meaningful relationship between contractors’ neuroticism and organizational commitment.

Table 2. Correlation coefficient<sup>10</sup> between contractors’ neuroticism score and organizational commitment.

| Organizational commitment score |                         |                      |                         |                   |                         |                       |                         |          |
|---------------------------------|-------------------------|----------------------|-------------------------|-------------------|-------------------------|-----------------------|-------------------------|----------|
| Total score                     |                         | Emotional commitment |                         | Normal commitment |                         | Consistent commitment |                         | variable |
| Meaningfulness                  | Correlation coefficient | Meaningfulness       | Correlation coefficient | Meaningfulness    | Correlation coefficient | Meaningfulness        | Correlation coefficient |          |
| 0/01                            | 0/18                    | 0/04                 | 0/18                    | 0/20              | -0/12                   | 0/72                  | 0/03                    |          |

The findings of table 2 show that correlation coefficient of contractors’ neuroticism score and organizational commitment<sup>11</sup> is meaningful. It means that only the relationship of neuroticism score and emotional commitment is meaningful and there is no meaningful relationship between consistent and normal commitment. In total, there is a meaningful relationship between neuroticism score and organizational commitment.

Third hypothesis: There is a meaningful relationship between contractors’ responsibility (having conscience) and organizational commitment.

Table 3. Correlation coefficient between contractors’ responsibility score and organizational commitment.

| Organizational commitment score |           |                   |            |          |
|---------------------------------|-----------|-------------------|------------|----------|
| Total score                     | Emotional | Normal commitment | Consistent | variable |

|                |                         | commitment     |                         |                |                         | commitment     |                         |  |
|----------------|-------------------------|----------------|-------------------------|----------------|-------------------------|----------------|-------------------------|--|
| Meaningfulness | Correlation coefficient | Meaningfulness | Correlation coefficient | Meaningfulness | Correlation coefficient | Meaningfulness | Correlation coefficient |  |
| 0/04           | 0/21                    | 0/04           | 0/61                    | 0/77           | -/02                    | 0/03           | 0/38                    |  |

Findings of table 3 show that correlation coefficient of contractors’ responsibility (having conscience) score and emotional and consistent commitment is meaningful. It means that the relationship of responsibility score and emotional commitment score and consistent commitment score is meaningful.

In total, there is a meaningful relationship between responsibility score and organizational commitment.

The fourth hypothesis. There is a meaningful relationship between contractors’ compatibility and organizational commitment.

Table 4. Correlation coefficient between contractors’ compatibility score and organizational commitment.

| Organizational commitment score |                         |                      |                         |                   |                         |                       |                         |          |
|---------------------------------|-------------------------|----------------------|-------------------------|-------------------|-------------------------|-----------------------|-------------------------|----------|
| Total score                     |                         | Emotional commitment |                         | Normal commitment |                         | Consistent commitment |                         | variable |
| Meaningfulness                  | Correlation coefficient | Meaningfulness       | Correlation coefficient | Meaningfulness    | Correlation coefficient | Meaningfulness        | Correlation coefficient |          |
| 0/002                           | 0/28                    | 0/04                 | 0/40                    | 0/99              | -/001                   | 0/03                  | 0/18                    |          |

Findings of table 4 show that correlation coefficient of contractors’ compatibility score and emotional and consistent commitment is meaningful. It means that the relationship of compatibility score and emotional commitment score and consistent commitment score is meaningful.

In total, there is a meaningful relationship between compatibility score and organizational commitment.

The fifth hypothesis: There is a meaningful relationship between contractors’ openness and organizational commitment.

Table 5. Correlation coefficient between contractors’ openness score and organizational commitment.

| Organizational commitment score |           |                   |            |          |
|---------------------------------|-----------|-------------------|------------|----------|
| Total score                     | Emotional | Normal commitment | Consistent | variable |

|                |                         | commitment     |                         | 13             |                         | commitment     |                         | e                          |
|----------------|-------------------------|----------------|-------------------------|----------------|-------------------------|----------------|-------------------------|----------------------------|
| Meaningfulness | Correlation coefficient | Meaningfulness | Correlation coefficient | Meaningfulness | Correlation coefficient | Meaningfulness | Correlation coefficient |                            |
| 0/02           | -.04                    | 0/01           | -.42                    | 0/04           | -.005                   | 0/01           | 0/13                    | openness personality trait |

Findings of table 5 show that correlation coefficient of contractors' openness score and emotional and consistent and normal commitment is meaningful. It means that the relationship of openness score and emotional commitment score and consistent commitment score is positively meaningful, but with normal commitment, it's negatively meaningful.

In total, there is a meaningful relationship between openness score and organizational commitment.

### Conclusion

In general, five hypotheses were introduced in this study and its important results and findings are as follows:

\* The first hypothesis of the current study stated that there is a meaningful relationship between contractors' extroversion and organizational commitment. This hypothesis is not approved. This finding is consistent with the findings of Jazayeri and others (1385), Jang and Lee (2006) and Erdheim and others (2006), who all concluded that the personality trait of extroversion can predict organizational commitment. But it's not consistent with the findings of Mahmoudi (1386) and Parvin (1387).

\* The second hypothesis of the current study stated that there is a meaningful relationship between contractors' neuroticism and organizational commitment. This hypothesis is approved. This finding is consistent with the findings of Salajeghe (1380), VahidianRezazadeh (1381), Hosseini and Mehdizadeh (1389), Nartghon and Menp<sup>14</sup> (2010), Park and others (2005), Bernan (2003) and Erdheim and others (2006). In explaining this finding, it can be said that since neurotics can be worried of the new work environments that might have tough experiences for them. But, on the contrary, neuroticism people have the ability to resist in tense situations and adapt to the new conditions. So, neurotic people show a positive relationship with organizational commitment.

The third hypothesis of the current study stated that there is a meaningful relationship between contractors' responsibility (having conscience) and organizational commitment. This hypothesis is approved. This finding is consistent with the findings of Salajeghe (1380), VahidianRezazadeh (1381), Hosseini and Mehdizadeh (1389), Nartghon and Menp (2010), Park and others (2005), Bernan (2003), Parvin (1387), Khodadadi (1388), veat and Barrack (2002), and Erdheim and others (2006), who all concluded that the personality trait of responsibility can predict organizational commitment, meaning people who are conscionable, have more organizational commitment than others. MamenPoosh (1388), in analyzing personality type, job satisfaction and



organizational commitment of 90 staff members in Zob Ahan Esfahan, concluded that there is a relationship between people's personality type and job satisfaction and organizational commitment. In a study by Parvin (1387), in analyzing personality traits, being conscientious is related to emotional and normal commitment which are consistent with current results. In explaining this finding, it can be said that because people have high levels of conscience and most probably are attached and dedicated to their job, they spread this attachment throughout the organization. People who are conscientious towards their organization and their job, show more commitment in a way that they do their job very good regarding the quality and quantity.

The fourth hypothesis of the current study stated that there is a meaningful relationship between contractors' compatibility and organizational commitment. This hypothesis is approved. This finding is consistent with the findings of Salajeghe (1380), VahidianRezazadeh (1381), Hosseini and Mehdizadeh (1389), Nartghon and Menp (2010), Park and others (2005), Bernan (2003), Parvin (1387), Khodadadi (1388), veat and Barrack (2002), and Erdheim and others (2006), who all concluded that the personality trait of compatibility can predict organizational commitment. Along this view, in explaining the findings, it can be deduced that: people who feel dedication, safety, joyfulness, loyalty and responsibility, are committed to their organization, participate in it and enjoy being a member of it. So, we can conclude that such people, in compatibility and adapting to tense situations, try to cut negative outcomes due to tension source. Such people care about needs and mental health of others, they are accountable and have more trust in others, and are natural, honest and sincere. Because of this, we expect that regarding the mentioned traits, they have a high level of organizational commitment.

The fifth hypothesis of the current study stated that there is a meaningful relationship between contractors' openness (being pleasant) and organizational commitment. This hypothesis is approved. This finding is consistent with the findings of Jazayeri and others (1385), Khodadadi (1388), Erdheim and others (2006), Chang and Lee (2006) and concluded that the personality trait of openness can predict organizational commitment. In fact, considering the traits of open people (Good-hearted, sympathetic, sincere, polite and kind), we can deduce that essentially, people with openness personality traits, because of their features like Altruism, Good heart and sympathy, in face of an issue, mostly use a high level of commitment which has a lot of emphasis on the issue, planning and resolving the issue.

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