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## Moderating Effect of Organizational Culture on Relationship between Transformational Leadership and Human Capital: An Empirical Study on Public Sector of UAE

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**ABSTRACT:** The importance of acquiring knowledge is to encourage creativity and innovation among employees which will not only result in changes in individuals and their behaviors, but also in organizations performance. In addition, leaders who invest in knowledge and training for their employees will have their skill level improved and raise their productivity than those who are less skilled. The study aims at evaluating the role of organizational culture between transformational leadership and human capital in the public sector in the UAE. Transformational leadership is the independent construct which is a second-order construct of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The dependent construct is human capital as a second-order construct of skills, whereas collectivism represents the organizational culture as a moderating variable. This study employs structural equations modeling via PLS to analyze the 307 valid questionnaires in order to assess the proposed model. Our work has improved our insight into the importance of transformational leadership and organizational culture. Results indicated that the independent variable significantly predicted human capital, in addition to collectivism having a significant moderating role between transformational leadership and human capital. Fifty three percent of variance is proposed by the current model in case of human capital.

**Keywords:** Transformational leadership; human capital; organizational culture; UAE

### I. INTRODUCTION

Within the dozens of the complications in the world showcases the organization's inability to deal with issues faced by it. The two important factors, i.e. leadership and human capital are responsible for the effectiveness and efficiency that affects organizational growth as well as quality of service, which in turn, guarantees effective management [1, 2].

Leadership development can be considered a strategic priority for modern-day organizations [3]. Transformational leadership and their overarching role to induce success in the face of change and environmental turbulence by enhancing and redefining organizational performance and business processes is imperative to the present investigation. Previous studies [4,5] agreed that transformational leadership has become a prevalent method of determining the impact leaders have on human capital and underlying business processes.

Researchers have focused their attention on transformational leadership due to the notion that leadership and culture are both closely associated with the performance of organizations. Wang, Oh, Courtright, & Colbert (2011) and Avolio and others. (1999) [5, 6] stress that transformational leadership has over the years showed a close association with the determinants or organizational performance. There is growing consensus that transformational leadership has become a prevalent method of determining the impact leaders have on organizational culture and underlying business processes. There is however limited research into the exact nature of the association between transformational leadership and the role it plays in organizational change. This research highlights importance of collectivism that in playing a moderating role between transformational

leadership and human capital, along with direct effect on relationship among dependent and independent variables in the public sector in UAE.

### II. LITERATURE REVIEW

#### A. Human Capital (HC)

Human capital is defined by many social scientists and economists as the individuals' knowledge and skills of the workforce, representing the critical resources to the organizations [7-13, 52-55]. The working environment is not certain, it is then the HC that plays a major role in assisting the organization in achieving its goals and objectives [14]. Generally, employees will accumulate knowledge through formal and informal leanings, trainings and experiences. Winter (1987) [15], suggested that tacit knowledge is the most important knowledge asset that the organizations can have, which consider as difficult to create or share. Nonaka, von Krogh, & Voelpel (2006) [16] argued that tacit knowledge can be shared through the individuals' groups and communities, which in return can connect and their knowledge together.

Further, Glendon & McKenna (2016) [17] have defined skills as the expertise that comes with honing the ability and provision of facilities in completion of an assignment. In addition to skill, one also needs to acquire knowledge without which that individual lacks ability and capacity. Moreover, with the new global economic, there have been a need to employ a ready skilled individuals, this in return will benefit the organizations with minimum cost [18]. In addition, skillful human capital is a key source for almost all the organizations to deliver high quality services [19, 20]. Moreover, to improve the quality of the organizations performance, managers and leaders should retain the

qualified and skillful individuals in their organizations [18, 19].

### B. Transformational Leadership (TL)

Transformational leadership has been widely accepted as the ideal leadership style in contemporary organizations. This form of leadership has gained recognition due to the recognizable impact of transformational leadership and its ability to achieve organizational outcomes such as employee improvement in skills and knowledge [22, 23] and organizational performance [5]. It is widely accepted that transformational leadership has the peculiar ability to instigate higher order need [24]. Aldholay, Isaac, Abdullah, & Ramayah (2018) [3] add that transformational leadership has the ability to motivate employees and generating positive emotions, the creation of an inspirational vision for the vision and directing followers towards achieving these objectives. Drawing on proposed dimensions of transformational leadership by several authors, Aydogdu & Asikgil (2011) [25] derived four dimensions of transformational leadership which are fundamental to the present study: Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration. Consequently, the following hypothesis has been proposed:

*H1: Transformational leadership significantly influence human capital.*

### C. Organizational Culture (OC)

A study mentioned that national value cultures are often related to and inseparable from organizational culture and individual culture. Several attempts have been made to provide a definition for organizational culture. The study considered organizational culture as

the meanings embedded in the actions of organizational commerce and discourse. An earlier and popular definition of organizational culture described it as a collection of behaviors that are expected within a group and are generally accepted by the group's members. Years on after that, organizational culture also began to be considered as the norms of an organization. Among the organizational culture traits, it is collectivism that has impact on interdependent social units like family. In case of individualist societies, the employees work independently [26-28].

Organizational culture plays a great role in the functionality of an organization, therefore, it does not only hold interest for researchers and scholars but it is also of great significance to companies and their managers. The study mentioned that organizational culture is one of the most complicated dimensions of change management and it is as well made up of formal and informal components. The following hypothesis has been proposed:

*H2: Organizational culture (collectivism) strengthens the positive effect of the transformational leadership on human capital.*

## III. RESEARCH METHOD

### A. Overview of the Proposed Conceptual Framework

Fig 1 displays the recommended model that includes a second order construct of transformational leadership (II, IM, IS, IC) in order to predict human capital as a second order construct to SN and KN, along with collectivism as a moderating variable [29, 30]. The given model studies regarding the relationship between the aforementioned aspects for the employees of the public sector organisation in the United Arab Emirates. The proposed conceptual framework has two hypotheses to be tested.

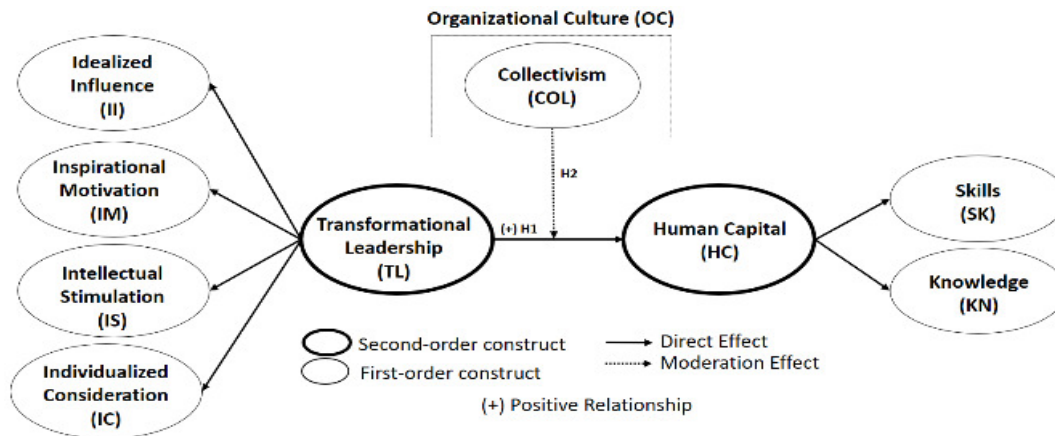


Fig. 1. The proposed conceptual framework.

### B. Instrument Development and Data collection

The development of an instrument for this study included a 30-item questionnaire, and based on the performance literature, the study applied a multi-item Likert scale [31]. The data was collected within April 2017 and May 2018. The study samples included government employees. The total number of distributed questionnaires was 500, of which 340 returned for evaluation. In total, 307 sheets were complete and included in the study (658% response rate). The response rate was considered very good as per the previous studies. The number of deleted questionnaires was 33 including a 21 missing data cases.

## IV. DATA ANALYSIS AND RESULTS

PLS and SEM-VB was used for the assessment of research model using SmartPLS 3.0 software [32]. A two-phase analytical technique consisting of (i) measurement model analysis (reliability and validity) and (ii) structural model analysis (examining the conceptualised relationships) was employed after performing the descriptive assessment [33, 34] consisting of This two-phase analytical technique consisting of a structural and a measurement model assessment is better than a single phase assessment PLS and SEM-VB was used for the assessment of research model using SmartPLS 3.0 software [32]. A

two-phase analytical technique consisting of (i) measurement model analysis (reliability and validity) and (ii) structural model analysis (examining the conceptualised relationships) was employed after performing the descriptive assessment [33, 34] consisting of This two-phase analytical technique consisting of a structural and a measurement model assessment is better than a single phase assessment [35, 36]. While the model of measurement explains each parameter's measurement, the structural model describes the correlation between the parameters in this model.

The PLS technique is employed for both the structural and the measurement model in this study because of its capability to conduct simultaneous assessment, giving more accurate assessments [37].

The main bases for selecting SEM as a statistical technique for this research is that it offers a simultaneous assessment which results in more precise estimates.

#### A. Descriptive analysis

Table 1 presents mean and SD values for all study parameters. The participants revealed their opinion regarding human capital and transformational leadership that was evaluated on a 5-point Likert scale that ranged from 5 (strongly agree) to 1 (strongly disagree). The score of skills was the highest with 3.443.9 mean out of 5.0, having a standard deviation of 1.131. Collectivism score the lowest with mean 2.928 out of 5.0, with a standard deviation of 1.098.

#### B. Measurement Model Assessment

Construct reliability and validity were used to examine the measurement model. The particular alpha coefficients of Cronbach were tested to determine the reliability of every core parameter in the measurement model (construct reliability). The quantities of all the unique alpha coefficients of Cronbach in this research ranged from 0.913 to 0.947, which went beyond the proposed value of 0.7 [38]. Moreover, for inspecting construct reliability, all the CR (composite reality) values ranged from 0.939 to 0.959, which went beyond 0.7. Table 1 states that construct reliability has been fulfilled as Cronbach's CR and alpha [39-41].

Analysis of *indicator reliability* was conducted by utilising factor loadings. When the related indicators are very similar, this is reflected in the construct and signified by the construct's high loadings. The exceeding of values beyond 0.70 suggests substantial factor loadings. Table 1 displays that all articles in this research had factor loadings greater than the suggested value of 0.7.

AVE (average variance extracted) was employed in this study to analyse *convergent validity*, which represents the degree to which a measure is correlated positively with the same construct's other measures. All the AVE values ranged from 0.775 and 0.842, which went beyond the proposed value of 0.50. Thus, all constructs have complied with the convergent validity acceptably, as shown in Table 1.

**Table 1: Mean, SD, loading, cronbach's Alpha, CR and AVE.**

Constructs	Item	Loading (> 0.5)	Mean	SD	$\alpha$ (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Idealized Influence (II)	II1	0.920	3.225	1.127	0.937	0.955	0.841
	II2	0.922					
	II3	0.914					
	II4	0.912					
Inspirational Motivation (IM)	IM1	0.904	3.058	1.003	0.924	0.946	0.814
	IM2	0.907					
	IM3	0.907					
	IM4	0.890					
Intellectual Stimulation (IS)	IS1	0.886	3.025	1.013	0.928	0.949	0.822
	IS2	0.921					
	IS3	0.915					
	IS4	0.903					
Individualized Consideration (IC)	IC1	0.917	3.388	1.080	0.938	0.955	0.842
	IC2	0.920					
	IC3	0.928					
	IC4	0.907					
Skills (SK)	SK1	0.930	3.443	1.131	0.947	0.959	0.825
	SK2	0.936					
	SK3	0.910					
	SK4	0.918					
	SK5	0.845					
Knowledge (KN)	KN1	0.886	3.244	1.026	0.927	0.945	0.775
	KN2	0.899					
	KN3	0.872					
	KN4	0.861					
	KN5	0.884					
Collectivism (COL)	COL1	0.865	2.928	1.098	0.913	0.939	0.793
	COL2	0.891					
	COL3	0.893					
	COL4	0.911					

Note: SD=Standard Deviation,  $\alpha$ = Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted.

- The measurement used is seven-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).
- All the factor loadings of the individual items are statistically significant ( $p < 0.01$ ).

The degree to which the articles distinguish among concepts or measure different constructs is demonstrated by discriminant validity. Cross-loadings as well as Fornell-Larcker were employed for analysis of discriminant validity of the model (Table 2).

**Table 2: Results of discriminant validity by the cross loading.**

	II	IM	IS	IC	SK	KN	COL
II1	<b>0.920</b>	0.631	0.679	0.683	0.563	0.370	-0.155
II2	<b>0.922</b>	0.603	0.676	0.684	0.556	0.398	-0.184
II3	<b>0.914</b>	0.573	0.668	0.648	0.539	0.396	-0.167
II4	<b>0.912</b>	0.600	0.674	0.687	0.535	0.403	-0.159
IM1	0.634	<b>0.904</b>	0.619	0.638	0.561	0.408	-0.200
IM2	0.577	<b>0.907</b>	0.562	0.563	0.512	0.368	-0.176
IM3	0.583	<b>0.907</b>	0.572	0.567	0.537	0.344	-0.174
IM4	0.573	<b>0.890</b>	0.566	0.552	0.506	0.323	-0.221
IS1	0.644	0.559	<b>0.886</b>	0.569	0.528	0.451	-0.138
IS2	0.687	0.598	<b>0.921</b>	0.668	0.530	0.432	-0.159
IS3	0.685	0.592	<b>0.915</b>	0.610	0.525	0.424	-0.209
IS4	0.648	0.584	<b>0.903</b>	0.616	0.488	0.420	-0.175
IC1	0.677	0.606	0.646	<b>0.917</b>	0.553	0.375	-0.182
IC2	0.661	0.575	0.609	<b>0.920</b>	0.512	0.365	-0.194
IC3	0.695	0.609	0.631	<b>0.928</b>	0.560	0.350	-0.172
IC4	0.673	0.574	0.611	<b>0.907</b>	0.511	0.349	-0.106
SK1	0.573	0.546	0.535	0.543	<b>0.930</b>	0.351	-0.319
SK2	0.543	0.525	0.518	0.534	<b>0.936</b>	0.356	-0.331
SK3	0.556	0.540	0.524	0.560	<b>0.910</b>	0.374	-0.271
SK4	0.531	0.525	0.516	0.507	<b>0.918</b>	0.427	-0.303
SK5	0.513	0.532	0.499	0.501	<b>0.845</b>	0.428	-0.297
KN1	0.369	0.375	0.420	0.361	0.405	<b>0.886</b>	-0.066
KN2	0.361	0.357	0.424	0.341	0.381	<b>0.899</b>	-0.069
KN3	0.422	0.377	0.436	0.369	0.358	<b>0.872</b>	-0.087
KN4	0.378	0.351	0.414	0.314	0.379	<b>0.861</b>	-0.023
KN5	0.351	0.303	0.404	0.341	0.352	<b>0.884</b>	-0.068
COL1	-0.173	-0.221	-0.193	-0.182	-0.297	-0.074	<b>0.865</b>
COL2	-0.166	-0.173	-0.159	-0.156	-0.290	-0.080	<b>0.891</b>
COL3	-0.186	-0.188	-0.152	-0.171	-0.319	-0.040	<b>0.893</b>
COL4	-0.119	-0.178	-0.165	-0.123	-0.285	-0.058	<b>0.911</b>

**Key:** II: idealized influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individualized consideration, KN: knowledge, SK: skills, COL: collectivism

Table 3 presents discriminant validity results by using Fornell-Larcker condition. AVEs' square root on the diagonals (displayed in bold) was found to be of larger

values as compared to constructs, suggesting a strong link within the concepts and their respective markers [42, 43].

**Table 3: Results of discriminant validity by Fornell-Larcker criterion.**

	Factors	1	2	3	4	5	6	7
		COL	IC	II	IM	IS	KN	SK
1	COL	<b>0.890</b>						
2	IC	-0.178	<b>0.918</b>					
3	II	-0.182	0.737	<b>0.917</b>				
4	IM	-0.214	0.644	0.657	<b>0.902</b>			
5	IS	-0.188	0.680	0.735	0.644	<b>0.907</b>		
6	KN	-0.071	0.392	0.427	0.401	0.476	<b>0.880</b>	
7	SK	-0.335	0.583	0.598	0.587	0.571	0.426	<b>0.908</b>

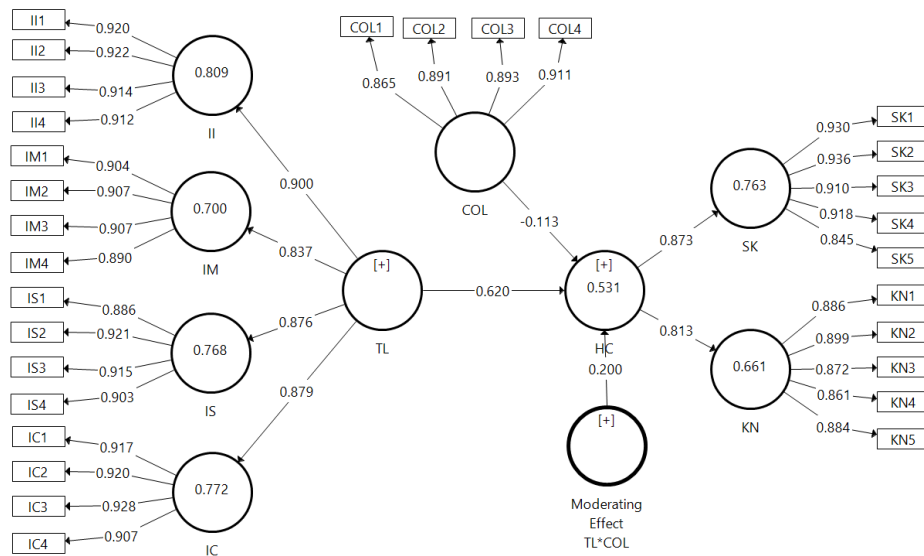
Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

**Key:** II: idealized influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individualized consideration, KN: knowledge, SK: skills, COL: collectivism

*C. Structural Model Assessment*

The test can be performed on the structural model by calculating beta ( $\beta$ ),  $R^2$ , and its corresponding  $t$ -values

through a bootstrapping process with a resample of five thousand (Hair, Hult, Ringle, & Sarstedt, 2017).



**Key:** TL: transformational leadership, II: idealized influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individualized consideration, HC: human capital, KN: knowledge, SK: skills, COL: collectivism

**Fig. 2.** PLS algorithm results.

**Direct Hypotheses Tests.** Figure 2 and Table 4 depict the structural model assessment, showing the results of the hypothesis tests, with 4 out of the 4 hypotheses are supported. Transformational leadership significantly predict human capital. Hence, H1, is accepted with ( $\beta = 0.620, t=16.043, p<0.001$ ).

Fifty-three percent of the variance in human capital is explained by transformational leadership. The values of  $R^2$  has an acceptable level of explanatory power, indicating a substantial model [43, 44].

Effect sizes ( $f^2$ ) was examined in this research. According to Gefen and Ringdon (2011), the effect size  $f^2$  ascertains the impact of an exogenous latent construct (whether substantial, moderate, or weak) on an endogenous latent construct. It is suggested that the change in  $R^2$  value is assessed. The  $f^2$  value of 0.35 indicates large effects, 0.15 indicates medium effects, and 0.02 indicates small effects [44]. Table 4 displays the  $f^2$  results, indicating four large effect sizes relationships.

In assessing the predictive relevance of the proposed research model, this study had applied the blindfolding

procedure. This procedure should be employed on endogenous constructs with a reflective measurement only (Hair and others., 2017). According to Fornell, C., and Cha (1994) and Hair and others. (2017), a particular endogenous construct of the proposed model has predictive relevance if the value of  $Q^2$  exceeded 0. In this study, all  $Q^2$  values were greater than 0, and hence, it can be concluded that the proposed model has an adequate predictive relevance (refer to Table 4). Relative measure of predictive relevance is indicated by  $Q^2$  values of 0.35 for large, 0.15 for medium, and 0.02 for small. The exogenous construct in this study was found to have medium predictive relevance.

According to O'Brien (2007), the existence of multicollinearity poses a problem as it indicates overlapping of the variance that the exogenous constructs explain in the endogenous construct. Therefore, it cannot justify each variance in the endogenous variable. Variance inflation factor (VIF) is commonly used as a measurement of the degree of multicollinearity. There is an issue if the value is  $> 10$  [45,46].

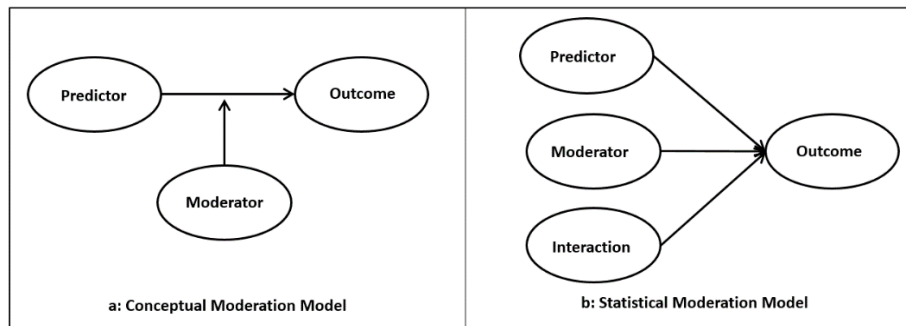
**Table 4: Structural path analysis result.**

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R <sup>2</sup>	f <sup>2</sup>	Q <sup>2</sup>	VIF
H1	TL→ HC	0.620	0.039	16.043	0.000	Supported	0.53	0.740	0.279	1.109

**Moderation Hypotheses Tests.** A moderating variable is one that 'moderates the effects' of a predictor variable on its outcome variable, and moderation stages a crucial role most of these theories [47].

The conceptual model of moderation in Figure 3.a exhibits the relationship and effect of moderator variable. If collectivism were moderators, then the strength or direction of the relationship between predictor and outcome is affected by collectivism.

The statistical moderation model in Figure 3.b., shows how it conceptualizes moderation statistically: Outcome prediction from variable, proposed moderator and their interaction. Awang (2014) [47] states that before introducing a moderator into a model, the effect of a predictor on its outcome must exist and be significant. Thus, when a moderator enters the model, the causal effects will change due to some "interaction effect" between the predictor and moderator variable just entered.



**Fig. 3.** Conceptual and statistical moderation model

As shown in Figure 4 and Table 5, three sub-hypotheses were tested for the main hypothesis namely: (1) Testing the causal effect of the predictor on the outcome. (2) Testing the causal effect of moderating on the outcome.

(3) Testing the causal effect of interaction (predictor\*Moderating) on the outcome. The moderation assessment of this study was tested through hypotheses H2.

**Table 5: Result of Moderating effects Hypotheses.**

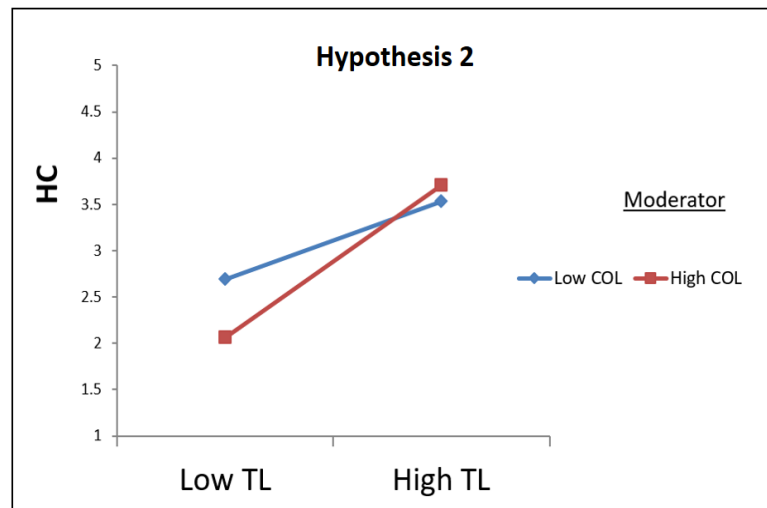
		Std Beta	Std Error	t-value	p-value	Decision
H2	H2.a: TL→HC	0.620	0.039	16.043	0.000	Supported
	H2.b: COL→HC	-0.113	0.042	2.689	0.007	
	H2.c: TL*COL→HC	0.200	0.042	4.798	0.000	

Note: KN: knowledge, SK: skills, OLU: online learning usage, OI: organizational innovation.

A bootstrapping procedure with a resample of 5,000 was also performed to assess the interaction effect. The results in Figure 4 and Table 5 show that organizational culture (collectivism) moderates (strengthens) the

positive impact of transformational leadership on the human capital ( $\beta = 0.200$ ,  $t=4.798$ ,  $p<0.001$ ) so, H<sub>2</sub> is accepted.

Note: KN: knowledge, SK: skills, OLU: online learning usage, OI: organizational innovation.



**Fig. 4.** Moderating effects of organizational culture (collectivism).

## V. DISCUSSION

The research stated that transformational leadership positively affects human capital of organizations among employees in government sector in Abu Dhabi, which is in line with other researches [4, 48] (See Appendix A). Further, the results show that collectivism has a significant moderating effect (strengthen) between transformational leadership and human capital among employees of the government sector in the United Arab

Emirates, which confirms the moderation role that collectivism has in this context (See Appendix A). Given that Employees think that being accepted as group member is more important than having autonomy and independence, where the success an loyalty to the group outweighs individual accomplishments.

TL is needed in organizations to develop their performance in shifting real-life work environments. This research work contributes to enhanced performance by

addressing the vital role of human capital development and organizational culture. Management of these elements provides an increase to values within the organization that are inimitable. Specially, the findings support both hypotheses, showing that transformational leadership as a management style through human capital can have an important effect on the public sector performance.

Based on study outcomes, TL is considered crucial to II, IM, IS and IC. The effectiveness of public sector management has always been known to be depended to a certain degree on transformational leadership [24]. Moreover, the study contributes to the literature by providing an empirical validation of the proposition that leadership is positively associated to human capital and at the organization level of analysis, and that collectivism as an cultural element can influence the impact of leadership, such assets, mainly human capital, can in turn be positively connected with organizational performance. Therefore, we verified that these intangible assets are essential components of the causal mechanisms.

Several recommendations can be drawn from the results, this study recommend that government sector might need to enhance the level of commitment in the organization by focusing on the leadership role, policies and work conditions [23]. The research has offered varied advantages to the leaders and public sector organizations in order to consider human capital as a catalyst to carry out various innovations. The leaders who belong to the public sector organizations need to promote knowledge gaining within their team that would lead to innovations. In addition to this, they need to

provide resources that would encourage the group members for generation of new and innovative ideas as well as build trust among them. Further, managers must take actions to develop their workers such as offering strong leadership and mentoring for employees, providing working conditions that are encouraging and also challenging and stimulating work assignments.

One of the major limitations of the study is its small sample size, in which only one organization of UAE has been taken into consideration. Thus, more diverse sample study can be conducted in future researches which belong to different global regions.

## VI. CONCLUSION

The objective of the study was to evaluate transformational leadership characteristics impact (II, IM, IS, IC) on human capital (SN and KN). Also, it aimed at evaluating collectivism to have a moderating role. It has provided evidence from leading scholars in the field on the notion of 'transformational leadership' and how investment in human capital is essential to build the employees knowledge and skills required for development of the building blocks of any organization and organizational culture can affect such relationship in the context of UAE. Regardless of varied limitations of the study, the study outcome is reassuring, as it highlights the transformational leadership and organizational culture in the public sector of UAE. The results revealed that the both of hypotheses are significant. The independent variables significantly explain 53% of human capital. The study implications are deliberate, thus suggesting further future research.

## APPENDIX

### Variable's instruments.

Variables	Measures	Source
Idealized Influence (II)	II1: Leaders inculctae the sense of pride in their employees for being associated with them. II2: They go beyond their own interest for betterment of others or the team. II3: Leaders act in a way that drives respect from other employees. II4: They share about the values and beliefs with others.	
Inspirational Motivation (IM)	IM1: Leaders are optimistic taking into consideration the future. IM2: They are enthusiastic about the accomplishments. IM3: They articulate a compelling vision of the future. IM4: They show confidence regarding achievement of the organizational goals.	[49]
Intellectual Stimulation (IS)	IS1: The critical assumptions are re-evaluated by the leaders in order to ensure its appropriateness. IS2: They take over varied perspectives while finding solutions to an issue. IS3: They enable other employees to look at an issue from different perspectives. IS4: They find innovative ways for assignment completion.	
Individualized Consideration (IC)	IC1: Leaders respect individuality of an employee in a group. IC2: They take into consideration individual needs and aspirations of their team mates, which often varies from others. IC3: They follow a different path while dealing with issues faced by an organization. IC4: They assist others to expand the horizons of their strength.	
Skills (SK)	SK1: Based on the new info obtained, an employee can decide SK2: The employee respects the team's opinion SK3: He/she can recognize potential issues at ease SK4: They actively take part in devising solutions for resiling organizational issues SK5: They are capable of recognizing conflicts	[50]



Knowledge (KN)	KN1: They learn new information that is needed for completion of a new assignment KN2: They refer to best practices of the organization and apply them to doing an assignment KN3: They can make use of internet for gaining knowledge KN4: They can gain the needed knowledge through brainstorming in group meetings	[51]
Collectivism (COL)	COL1: As compared to have autonomy or independence, the group work culture is more accepted COL2: Success of the group precedes success at individual level COL3: Loyalty towards the team is kept up compared to individual gain COL4: Individual rewards are not considered important for welfare of the group	

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