

Impact of Organizational Climate, Role Ambiguity and Role Conflict on three Components of Organizational Commitment

Muhammad Irshad Khan Mohmand^{*}, Qadir Baloch[†]

Abstract

The research aimed to investigate the effects of role ambiguity, role conflict and organization climate facets i.e. (consideration, intimacy, disengagement, production, procedural justice, recognition, autonomy and distributive justice), on three dimensions of the organizational commitment i.e. affective commitment, normative commitment and continues commitment. The research is descriptive as well as co-relational in its nature based on qualitative and quantitative approaches. The sample size is limited to 324 teachers out of 1698 private sector schools' teachers working at diverse cities of Khyber Pakhtunkhwa. The data were collected through a self-administered questionnaire served to 324 teachers from the sample schools drawn through proportion allocation method. The reliability and validity of questionnaire was passed through Cronbach's Alpha and factor analyses. The analysis contains descriptive statistic to convert the data in percentages, structure equation model, Pearson correlation, t.test and multiple regression. The Pearson Correlation was performed to check out the relationship amid predictors and response variables. The multiple linear regression was used to investigate the cause and effect of independent variables on dependent variables and comparison of the respondent's responses by utilizing t-test was employed. Results of the study revealed all three critical factors i.e. role ambiguity, role conflict and organizational climate) have significant effect on the teacher's job commitment i.e. (affective, continuance, normative. The research recommends that private school teachers should be trained, and their work environment should be made conducive. The research also suggests improvement of school facilities, class room environment, and adequate supply of teaching material. The teacher's welfare including attractive salary package, regular payment of salaries for better productivity, needs special attention. The futures research for in-depths examination of schools both public and private schools' teachers on all around Pakistan to take hold of some of the other factors contributing towards the teacher's job commitment. In future, the present hypotheses should be studied with some moderating and mediating variables in numerous samples from all provinces of Pakistan on longitudinal basis.

Key Words: Role ambiguity, role conflict, organizational climate, organizational commitment, affective commitment, normative commitment, continues commitment.

Introduction

A scholarly view on today's competitive business environment, one locates only those businesses surviving or growing

^{*}PhD Scholar, Qurtuba University of Science and Information Technology

[†]Director, Abdul Wali Khan University, Mardan

which possess sustainable competitive advantage against their competitors. It is the sole responsibility and a main point of an Organization to understand better the factors that influence the work place environment and employee oriented work outcomes. Therefore there is supplementary emphasis on the understanding of the employees and their behavior. Currently organizations are reflecting much of interest in investigating employee views about the climate of their organization (Huysamen, 1994). The already established theories which state, that the work place ambiance and employee's perceptions about it are very important for both individuals and organizations. Climate or atmosphere in the workplace has a strong impact on employee's motivation, behavior, attitudes and potentials, which, in turn is predicted to influence organizational productivity (Hardy, 1978). We can put it in other words, that organizational climate is viewed very important in the verve of organizations due to its vivid effects and kindred to the various dogmatic activities.

Europe has witnessed a huge financial and social advancement in the last 50 years, despite the fact that there had been vast territorial and social contrasts. Europeans are being lived longer than any time in latest memory, all things considered eight to nine years more than in 1960. This agrees with other statistic advancements, fewer kids are being conceived, which will mean less individuals paying into state benefits and human services frameworks, and a littler pool of potential vocations (Hackett, 1994). The maturing of the workforce in Poland likewise increasingly affects work costs (Glick, 1985).

Early retirement was much of the time utilized as a device for rebuilding, especially in divisions that were attempting to stay gainful despite global challenge, yet in addition in the open area. Exactly in any scenario of the business environment, a recent one, a few nations have moved to rouse the retirement age for instance, in Germany toward 67 years or tried to recommend professionals to remain in their occupations longer. Specifically, it implies presenting strategies that keep up and advance the strength everything being equal, create and update the abilities of specialists through preparing, and give reasonable working conditions, including measures to accommodate work with family and care duties (George H. Litwin and Robert A. Stringer, 1968). Other than the mold of maturing, more changes can be observed throughout these recent twenty years. Particularly in the majority of the industrially developed nations there have been various noteworthy changes. As specified by Gellately (1995), there extensively have been three kinds of progress. To begin with, we can have moves in business structures and work courses of action, most importantly of them are a development in independent work, easygoing, brief and

low maintenance work and a comparatively decrease in the extent of the workforce holding lasting all day employments. In addition to that there have been changes to the planning of work, with a development in be in motion work and night work. Second, there have been zone moves in business, most outstandingly a market development of work far from assembling, mining and development and towards administration ventures like friendliness, and the travel industry, money and data administrations. Third, there have been essential changes to workforce socioeconomics; which are the maturing workforce as of now referenced, increment in female interest rates and changes to the young work advertise. Associations give increasingly more consideration to worker responsibility and occupation fulfillment to expand maintenance and execution (Guzzo, 1994). Apart from that, authoritative duty is regularly connected with types of work and non-work conduct, similar to turnover expectation (Meyer JD, 2006). It has been specifically imperative to triumph over the issue of a maturing workforce, a contracting work supply, and the adjustments in business structures and the sectored moves in business.

The examination directed on medical caretakers' responsibility (Gormley, 2010) it was uncovered that the attendants' inclination with respect to their job status is transformed from the genuine job. The attendants were more dedicated to the association than employees in the scholarly setting. It was because of their exile status and a less time of work. They were in great working association with the experts. In any case, interestingly the employees did not think about the scholarly condition and were separated. It was for the most part because of their job statuses that resultantly influence their dedication. Gormley and Kennerly's (2010) discoveries were in affirmation to (2010) that employees' crumbling made low efficiency and upgraded job ambiguity.

Fasano et al (1987) investigated a connection among participation and hierarchical duty. Gellatly (1995) set up that continuation duty and truancy were connected. In another investigation of authoritative responsibility and non-attendance directed on attendants (Durbin, 1951) it was discovered that medical attendants with low hierarchical duty have high non-attendance rate. Essentially workers with high responsibility have low non-appearance rate and turnover goal (Downey, 1975) Here, it is referenced that worker's maintenance is the most researched result of duty. It is basically because of the reason that turnover and duty has a profound relationship (Meyer JD, 2006). Execution and responsibility have a cozy relationship, be that as it may, blended discoveries. Some exploration examines demonstrate that representative with high duty perform exceptional as they have exclusive standard (Meyer JD,

2006). Interestingly, Meyer and Allen (2006) are of the view that both cannot be connected. They contend that managers esteem examination while association esteem execution

Hierarchical responsibility is additionally considered with citizenship conduct and discoveries nullify one another. In the investigation of Meyer et al (Hackett, 1994) a positive relationship was seen between authoritative responsibility and citizenship conduct while other examination affirmed none between the two factors Day (1991). So also Shore and Wayne (2009) demonstrated a negative relationship.

Research Methodology

Hardy (1978) characterizes populace as the absolute accumulation all things considered, cases or components about which the analyst wishes to reach inferences. Moreover, a populace is a summation of the considerable number of living beings of a similar gathering or animal types, which live in a specific land zone, and have the capacity of interbreeding. Sekaran (2003) keeps up that populace is the whole gathering of individuals, components under examination, occasions or things of premium that the scientist wishes to explore. The number of inhabitants in the examination was comprised of 1698 private segment teachers working at differing urban communities of Khyber Pakhtunkhwa territory of Pakistan to be specific, Peshawar, Abbottabad, Kohat, Mansehra, Mardan, Swabi, Nowshera, SWAT, Dera Ismail (DI) Khan and Bannu. At non-public schools of Peshawar, Abbottabad, Kohat, Mansehra, Mardan, Swabi, Nowshera, SWAT, Dera Ismail (DI) Khan and Bannu urban areas of KPK Pakistan.

The final sample of the study was 324 private sector school teachers working at diverse cities in Khyber Pakhtunkhwa province Peshawar, Abbottabad, Kohat, Mansehra, Mardan, Swabi, Nowshera, SWAT, Dera Ismail (DI) Khan and Bannu.

Measurement Instrument

For the information gathering specialist utilized poll. All things of estimation scale were converted into Urdu language Following is the detail.

Consideration

Thought was estimated with 12 things adjusted from Borrevik (1972) Seven point Likert scale (from Occasion Almost Never Occurs to Occasion Almost Always Occurs) was used to gauge the dimension of thought part of authoritative atmosphere.

Intimacy

Closeness was estimated with 9 things adjusted from Borrevik (1972). Seven-point Likert scales (from Occasion Almost Never Occurs to

Occasion Almost Always Occurs) was used to quantify the dimension of Intimacy part of hierarchical atmosphere.

Disengagement

Withdrawal was estimated with the accompanying 11 things adjusted from Borrevik (1972). Seven-point Likert scale (from Occasion Almost Never Occurs to Occasion Almost Always Occurs) was used to gauge the dimension of Disengagement part of hierarchical atmosphere.

Production Emphasis

Generation Emphasis was estimated with the accompanying 10 things adjusted from Borrevik (1972). Seven-point Likert scale (from Occasion Almost Never Occurs to Occasion Almost Always Occurs) was used to gauge the dimension of Production Emphasis part of hierarchical atmosphere.

Role Ambiguity

Job Ambiguity was estimated with the accompanying 6 things adjusted from Rizzo, House, and Lirtzman (2004). Seven-point Likert scale (from False to Very True) was used to gauge the dimension of RA.

Role Conflict

Job Conflict was estimated with the accompanying 8 things adjusted from Rizzo, House, and Lirtzman (2005) Seven point Likert scale (from False to Very True) was used to quantify the dimension of RC.

Affective Commitment

Full of feeling OC was estimated with the accompanying 8 things adjusted from Meyer and Allen (1994). Seven-point Likert scale (from Firmly Disagree to Emphatically Agree) was used to gauge the dimension of AC.

Continuance Commitment

CC was estimated with the accompanying 9 things adjusted from Meyer and Allen (2006). Seven-point Likert scale (from Unequivocally Disagree to Firmly Agree) was used to gauge the dimension of CC.

Normative commitment

NC was estimated with the accompanying 6 things adjusted from Meyer and Allen (1994). Seven-point Likert scale (from

Unequivocally Disagree to Firmly Agree) was used to gauge the dimension of NC.

Recognition

Recognition was estimated with the accompanying 3 things adjusted from Minnesota Satisfaction Questionnaire. Five-point Likert scale (from Unequivocally Disagree to Firmly Agree) was used to gauge the dimension of Recognition.

Autonomy

Autonomy was estimated with the accompanying 3 things adjusted from Minnesota Satisfaction Questionnaire. Five-point Likert scale (from Firmly Disagree to Unequivocally Agree) was utilized to gauge the dimension of Autonomy.

Results and Discussion

Correlation

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|------------------|--------|--------|-------|--------|--------|-------|-------|-------|-------|-------|-------|-------|----|
| 1. RA | 1 | | | | | | | | | | | | |
| 2. RC | .629* | 1 | | | | | | | | | | | |
| 3. Consideration | .044 | .256* | 1 | | | | | | | | | | |
| 4. Intimacy | .530* | .692* | .170* | 1 | | | | | | | | | |
| 5. Disengagement | -.112* | -.133* | .020 | -.168* | 1 | | | | | | | | |
| 6. PJ | .604* | .919* | .237* | .633* | -.142* | 1 | | | | | | | |
| 7. Production | .177* | .154* | .021 | .040 | -.124* | .168* | 1 | | | | | | |
| 8. Recognition | .050 | .213* | .899* | .152* | .003 | .188* | .057 | 1 | | | | | |
| 9. Autonomy | .477* | .632* | .154* | .942* | -.168* | .573* | -.002 | .151 | 1 | | | | |
| 10. DJ | .254* | .409* | .198* | .144* | -.128* | .423* | .622* | .156 | .138 | 1 | | | |
| 11. ACOC | -.113* | -.029 | .246* | .152* | -.010 | .028 | .066 | .207* | .145* | .138* | 1 | | |
| 12. CC | -.111* | -.023 | .236* | .150* | -.007 | .035 | .070 | .198* | .144* | .144* | .997* | 1 | |
| 13. NC | -.110* | -.014 | .221* | .148* | -.004 | .041 | .071 | .186* | .142* | .147* | .987* | .996* | 1 |

**P<.01, *P<.05 (two-tailed)

The above table demonstrates the relationship of diverse variables of the study in hand. The results revealed a significant negative

relationship between RA and all facets of organizational OC (AC, CC and NC). The results further confirmed the insignificant relationship between RC and all facets of OC (AC, CC and NC). A significant positive relationship between organizational climate facets which are consideration, intimacy and disengagement and all facets of OC (AC, CC and NC) was noted. An insignificant relationship between OJ and OC was found. The relationship between production facet of organizational climate and all facets of OC was found to be insignificant. The correlation showed that recognition facet of organizational climate has a significant relationship with all facets of OC. The correlation between autonomy and all facets of OC was found insignificant. Finally the results revealed that DJ and all facets of OC have a significant positive relationship.

Multiple Regressions

| Model | Coefficients (Unstandardized) | | Coefficients (Standardized) | T value | Significance level |
|-----------------|-------------------------------|------------|-----------------------------|---------|--------------------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 2.244 | .548 | | 4.096 | .000 |
| RA | -.232 | .078 | -.203 | -2.960 | .003 |
| 2 RC | -.584 | .140 | -.599 | -4.159 | .000 |
| 3 Consideration | .211 | .114 | .226 | 1.849 | .065 |
| 4 Intimacy | .465 | .174 | .459 | 2.676 | .008 |
| 5 Disengagement | .240 | .425 | .030 | .566 | .572 |
| 6 PJ | .309 | .127 | .321 | 2.429 | .016 |
| 7 Production | -.008 | .065 | -.009 | -.129 | .898 |
| 8 Recognition | -.034 | .114 | -.036 | -.300 | .765 |
| 9 Autonomy | -.055 | .160 | -.054 | -.344 | .731 |
| 10 DJ | .216 | .075 | .220 | 2.897 | .004 |

R = .423 Coefficient of Determination =17.9%, Value of

F=6.81, p value is 0.000

DV: NC

Regression analysis was done to find out the impact of RA, RC and organizational climate facets i.e. (consideration, intimacy, disengagement, PJ, production, recognition, autonomy and DJ) on NC. The value of F shows that the model is well fit. The Coefficient of determination value that is 17.9% variation in NC is accounted for by RA, RC and organizational climate facets i.e. (consideration, intimacy, disengagement, PJ, production, recognition, autonomy and DJ).

The Beta value ($\beta = -.232$, $P = .003$) indicate that there is a significant impact of RA on NC. It further explains that a unit change of RA will cause to 23.2% variance in employee NC. The value of t ($t = -2.960$)

further indicates that RA is having negative significant effect on employee NC.

The value of beta ($\beta = -.584$, $P = .000$) indicate that there is a significant impact of RC on NC. It further explains that a unit change of RC will cause to 58.4% variance in employee NC. The value of t ($t = -4.159$) further indicates that RC is having a negative significant effect on employee NC.

The value of Beta ($\beta = .211$, $P = .065$) indicate that there is an insignificant impact of consideration on NC. It further explains that a unit change of consideration will cause to 21.1% variance in employee NC. The value of t ($t = 1.849$) further indicates that consideration has an insignificant positive effect on employee NC.

The Beta value ($\beta = .465$, $P = .008$) indicate that there is a significant impact of intimacy on NC. It further explains that a unit change of intimacy will cause to 46.5% variance in employee NC. The value of t ($t = 2.676$) further indicates that intimacy is having negative significant effect on employee NC.

The value of beta ($\beta = .240$, $P = .572$) indicate that there is an insignificant impact of disengagement on NC. It further explains that a unit change of disengagement will cause to 24 % variance in employee NC. The value of t ($t = .566$) further indicates that disengagement has an insignificant positive effect on employee NC.

The Beta value ($\beta = .309$, $P = .016$) indicate that there is a significant impact of PJ on NC. It further explains that a unit change of PJ will cause to 30.9% variance in employee NC. The value of t ($t = 2.429$) further indicates that PJ has a significant positive effect on employee NC.

The Beta value ($\beta = -.008$, $P = .898$) indicate that there is an insignificant impact of production on NC. It further explains that a unit change of production will cause to 0.8% variance in employee NC. The value of t ($t = -.129$) further indicates that production has an insignificant negative effect on employee NC.

The Beta value ($\beta = -.034$, $P = .765$) indicate that there is an insignificant impact of employee recognition on NC. It further explains that a unit change of employee recognition will cause to 3.4% variance in employee NC. The value of t ($t = -.300$) further indicates that employee recognition has an insignificant negative effect on employee NC.

The Beta value ($\beta = -.055$, $P = .731$) indicate that there is an insignificant impact of employee autonomy on NC. It further explains that a unit change of employee autonomy will cause to 5.5% variance in employee NC. The value of t ($t = -.344$) further indicates that employee autonomy has an insignificant positive effect on employee NC.

The Beta value ($\beta = .216$, $P = .004$) indicate that there is a significant impact of DJ on NC. It further explains that a unit change

of DJ will cause to 21.6% variance in employee NC. The value of t ($t=2.897$) further indicates that DJ has a significant positive effect on employee NC.

Conclusion

The present study provides a thorough review about three important factors (Organizational climate, RC, and RA) that have influence on teachers' OC (continuance, AC, and NC) in Khyber Pakhtunkhwa province (Pakistan). Findings of the study disclosed significant effects of all three factors (RC, RA, and organizational climate) on teachers' OC (continuance, AC, and NC) in respective province (Khyber Pakhtunkhwa). Therefore, it is asserted here that private schools' teachers should be equipped with training to face new challenges. In addition, productive work setting should be provided as teachers' working setting has been reported the worst of all labor force sectors; most of the schools have inadequate and dilapidated facilities. Work-related environment for teachers should be considered highly to improve education's quality. Particularly, supply of learning and teaching materials should be improved as well as classroom setting to enhance students' learning. Priority shall be given to teachers' welfare on school's management and eligible authority to stop unnecessary strikes in educational organizations and more competent teachers shall be employed to cope with teachers' shortage in schools. The respective sector can be made more attractive by introducing a good salary package and it would pave ways for acquiring the talent (talented employees) back that have left the sector due to unsound remunerations. Salaries' regular payment and lower ratio of pupil-teacher must be supported for better output. Lastly, study's empirical evidence revealed that the three factors i.e. organizational climate, RC, and AC have significant influence on teachers' OC (continuance, AC, and NC) in non-government schools of Khyber Pakhtunkhwa situated in various cities of the respective province.

Limitations of the Research Work

There are certain limitations that are specified during completion of this research study. The main issues that can never be removed during collecting the information were the subject bias. The subject may not agree to involved research because the questionnaire requires time consuming and directly give no benefit to them.

Another limitation is regarding the sample size the data collect from one source that is the province of Khyber Pakhtunkhwa. Validity of internal could also be threaten because other supervisions and individual variable may be not select and check for example (growth, satisfaction and personality traits).The apprehension appraisal could be a threaten for validity where participant may have portrayed their

knowledge in supervision in positive mood. A problem may be occurring due to mono-operation bias in which the study has use only one scale for measuring.

Future areas for Researches

In order to hold other factor that contributes to the OC of the teachers to the field of supplementary and further researches, there is examination in the schools both private and public schools in Pakistan. In future the current hypotheses should be studied in all the province of Pakistan with some mediating and moderating variables on longitudinal basis.

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