

“Analysis of Role Ambiguity and Role Conflict on the Efficacy and Commitment of Employees at Work Place”

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ABSTRACT

The dynamics of HR is changing rapidly in any organization and HR people are striving on improving efficacy and commitment of Employees at work place so that the productivity and output of any organization can be increased. In view of this there are two ways of approaching the issue the first is to consider the factor which can work on increasing the efficiency of the workers and second is to approach the view from different angle and try to understand factors which make the employees less Committed towards work thereby effecting productivity. In the present study second approach was undertaken and researcher has tried to analysis the factor like Role Ambiguity and Role Conflict which makes the employee less efficient and less committed towards their work. For the purpose of this study Regression analysis was used to test the hypothesis. Result has indicated that there exist significant positive relationship between Role Ambiguity, Role Conflict on the Efficacy and commitment of employee.

Keywords: Impact, Role Ambiguity, Role Conflict, Employee Efficacy

1. INTRODUCTION

In this competitive world it is necessary that Employees efficacy and Job Commitment needs to be monitored and factors needs to be analysed which affects it and though so many factored have been analysed like demographic feature, organizational factors, interpersonal relationship and work environment factors which interact in complex way and accordingly produce Efficacy and Job Commitment. Among all this factor role ambiguity and conflict seems to play a silent role and less has been done on understanding Role Ambiguity and Role Conflict and the impact it makes on the efficacy and job commitment. Relevant research has shown a clear negative relationship role ambiguity, conflict and job satisfaction (e.g. Behrman & Perreault, 1984; Boles & Babin, 1996; Hafer & McCuen, 1985; O'Driscoll & Beehr, 2000; Teas, 1983).

The aim of the present study is to measure the levels of Role Ambiguity and Conflict on the Job efficacy and Job commitment in the private sector of Nagpur City.

2. LITERATURE REVIEW

Role ambiguity

Rizzo et al. (1970) defined role ambiguity as “reflect certainty about duties, authority, allocation of time, and relationships with others; the clarity or existence of guides, directives, policies; and the ability to predict sanctions as outcomes of behavior”(p. 156). This is closely aligned to the objectives of this study. This study thus follows the definition of Rizzo et al. (1970). The six items from the role ambiguity scale developed by Rizzo et al. (1970) were averaged. Cronbach’s alpha in this study was 0.86.

Role conflict

In accordance with Rizzo et al. (1970), this study defined role conflict as “the dimensions of congruency-incongruency or compatibility-incompatibility in the requirements of the role, where congruency or compatibility is judged relative to a set

of standards or conditions which impinge upon role performance”(p.155). For example, an employee who must play two or more roles simultaneously may find that the demands of the roles are incompatible. Eight items from the role conflict scale also developed by Rizzo et al. (1970) were averaged. Cronbach’s alpha in this study was 0.89.

Self -efficacy

Self-efficacy, as initially defined in social psychology by Bandura (1977), has regularly appeared in organizational psychology literature. Thus, this study adopts the definition of Bandura (1986) for self-efficacy as “people’s judgments of their capabilities to organize and execute courses of action required to attain designated types of performances” (p.391). Ten items adapted from Riggs et al. (1994) were averaged to create a measure of self-efficacy. Cronbach’s alpha in this study was 0.93.

Organizational Commitment

Namasivaya and xinyuan (2006) studied the effect of job and family conflict on job satisfaction and organizational commitment using data gathered from hotel staff using hierarchic regression analysis methods, the author observed that family related roles and job related roles are often in conflict. This conflict affects an individual job satisfaction in a negative way. When the relationship between job satisfaction and organization commitment are studied, it was observed that a strong relationship exist between emotional organizational commitment and job satisfaction on the other hand, the relationship between the role dominant organizational commitment in terms of continuity has not been observed to have any effect on job satisfaction.

3. METHODS

Research setting, participants, and procedures Two hundred and two employees from 25 Taiwanese manufacturers or service sector providers in central Taiwan participated in this study. Employee positions included administrative staff, design engineers, manufacturing engineers, technicians, and sales persons, in various divisions of the company, including engineering, R and D, marketing, and information technology. To eliminate common response biases, direct supervisors and subordinates were selected from each company to complete different survey instruments. The survey required direct supervisors to evaluate the creativity of their subordinates. After completing the evaluation, the direct supervisors were instructed to give an employee questionnaire to each subordinate. Employee questionnaires contained information on role ambiguity, role conflict, self-efficacy, and job satisfaction scales. Each employee questionnaire was marked with an identification code so that the supervisors’ evaluation could be matched with the subordinates’ responses. Participants were ensured confidentiality of all information in the survey. Moreover, the general managers or department directors of each company were contacted by telephone and elicited to participate in the study. Two hundred and two pairs of completed and usable questionnaires were returned, representing an overall response rate of 50.5%. Most employees (about 51%) ranged between 26 and 35 years old. The greater majority (about 86%) had an undergraduate degree or above and about 46% of them had been working in the company between one and five years. The sample respondents included 99 females (49%) and 103 males (51%). Finally, about 26% of the companies had between 300 and 400 employees.

Measures

In addition to control variables, participants responded to measures of role ambiguity, role conflict, self-efficacy. Responses to the measures were rated on a 5-point scale (1=strongly disagree to 6=strongly agree). The Appendix provides a detailed list of scales.

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Organizational Commitment

The Organisational commitment was originally developed by nowadays, steers and porter (1979). It uses 15 items to describe global organizational commitment. In this study the shortened organizational commitment questionnaire was used. Coefficient alpha values ranged from .74 to .92 (Aryee, luk, and stone 1998; cohen, 1996; Douleb; kichohn and martochio, 1998; Huselid and Day 1991; jones scarpello and Bregmann 1999, kirchmeya , 1992, Mathieu and fair, 1991 some and casual, 1994 Thompson and waner, Wahn, 1998, Wayne, shore and liden, 1997). The scale reliability measured for this study is .88. There are nine question were asked to participants to measure organization Commitment and answer of the participant were evaluated based on total score. Total score of atleast 9 and at most 63 can be taken. Increase of scores obtained indicates that org dependence is high for this dimension.

Objectives of the Study

The focus of the study is on Efficacy and Job Commitment and the mediating is Role ambiguity and role conflict. The views were taken from the employees of private sector of Nagpur region. Research was focused on the following research questions.

1. What is the impact of role ambiguity on Efficacy ?
2. What is the impact of role ambiguity on Job commitment?
3. What is the impact of role Conflict on Efficacy?
4. What is the impact of role conflict on job Commitment?

Study Significance

This study explores the relationship of role ambiguity and conflict with efficacy and job commitment. This study aspire for a deeper outlook of role ambiguity and conflict and to identify that how these variables impact job commitment. There may be many indicators of low efficacy and job commitment, however , present study has been confined to role ambiguity and role conflict as a cause of efficacy and commitment among employees of private sector in Nagpur (Maharashtra), India.

Hypothesis

- H1 – There is significant positive relationship between Role Ambiguity and Efficacy.
- H2 – There is significant positive relationship between Role Ambiguity and Efficacy.
- H3 – There is significant positive relationship between Role clarity and Efficacy.
- H4- There is significant positive relationship between Role Clarity and Job commitment.

4. DATA ANALYSIS

Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.759	.759	25

Testing the reliability of the present study, using Cronbach’s α , it was found that the values of all variables were higher than 0.7, so the participants’ answers were considered to be reliable .

Demographic Features

Gender	Male	59.2%
	Female	40.8%
Age	18-20 years	43.2%
	30-45 years	27.2%
	45-60 years	29.6%
Education	Upto Secondary	9.6%
	Graduation	69.6%
	Post Graduation and above	20.8%
Experience	1 – 5 years	48.8%
	5-10 years	18.4%
	10-15 years	4.0%
	15 years and above	28.8%

The sample of the present study consisted of 124 employees of private companies of Nagpur City. 59.2% were male and 40.8 % were female. The participant age varied from 20 to 60 years, with an average of 35.66. Regarding the educational level of the employees, it was found that 9.6% had received secondary education and 69.6% have received education till graduation and 20.8% have education upto post graduation and higher level. Regarding the employees' years of experience in the institution they were currently working, it was found that they varied from 1 to 23 years, with an average of 11.43. The details are mentioned in the table mentioned above.

Analysis of Responses

Sr.N	Questions	Strongly Disagree	Disagree	Agree	Strongly Agree
A	Role Clarity				
1.	I am satisfied with the authority I enjoy at my workplace	8.0	12.8	32.8	46.4
2.	I have clear and planned objectives and goals to execute my job	3.2	14.4	52.0	30.4
3.	I have divided my time properly as per my job responsibilities I am aware	10.4	8.8	54.4	26.4
4.	I am aware, what is expected from me	9.6	14.4	45.6	30.4
5.	I receive proper communication from others, which makes my job responsibilities clear	8.0	16.0	48.0	28

From the responses it can be made out that majority of the people are clear about their role clarity and what is expected from them. The details are mentioned in the table mentioned above.

Sr.N	Questions	Strongly Disagree	Disagree	Agree	Strongly Agree
B	Role conflict				
1.	I have to do things which others have to do	8.8	40.0	26.4	24.8
2.	I receive assignments without the manpower to do it	10.4	44.0	24.0	21.6
3.	I need to work in two or more different types of work of different nature of that of my actual job	11.2	33.6	27.0	27.2
4.	I have to resist a rule or policy to carry out an assignment	16.8	31.2	32.0	20.0
5.	I receive requests from others at workplace to their work	11.2	37.6	32.8	18.4
6.	I end up in doing jobs accepted by one and not by other, in case of reporting to multiple persons	12.0	38.4	36.0	13.6
7.	I receive assignments without adequate resources and materials to execute it	16.0	38.4	18.4	27.2

From the responses it can be made out that majority of the people do not have any conflict about the role they are performing in the organization and they work which they receive are with complete resources and there are no multiple bosses to whom they are reporting.

Sr.N	Questions	Strongly Disagree	Disagree	Agree	Strongly Agree
C	Efficacy				

1.	My role is very important in this organization and I feel myself in demand	8.8	12.8	49.6	28.8
2.	My training and expertise are fully utilized in my present role	12.0	14.4	40.0	33.6
3.	In my role I am able to use my creativity and do something new	12.8	40.0	32.0	15.2
4.	No one in the org responds to my ideas and suggestion ®	8.8	46.4	28.0	16.8
5.	I am able to influence relevant decision	6.4	31.2	37.6	24.8
6.	Others in the organization see my role significant to their work	9.6	23.2	40.8	26.4
7.	I am a member of task force or committee of Organisation	11.2	25.6	40.0	23.2
8.	I am clear with my chance for getting ahead in this organization in the future	4.8	19.2	52.0	24.0

From the responses it can be made out that majority of the people know how they are contributing in the achievement of organizational goals and takes pride in whatever role they are playing in the Organisation. The details are mentioned above.

Sr.N	Questions	Strongly Disagree	Disagree	Agree	Strongly Agree
D	Organisational commitment				
1.	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	5.6	19.2	34.4	40.8
2.	I would accept almost any types of job assignment in order to keep working for this organization	11.2	22.4	39.2	27.2
3.	I talk up this organization to my friends as a great organization to work for I would accept almost any types of job assignment in order to keep working for this organization	6.4	16.0	37.6	40.0
4.	I find that my values and the organisation's values are very similar	7.2	18.4	43.6	28.8
5.	I am so proud to tell others that I am part of this organization	8.8	8.8	20.8	61.6

From the responses it can be made out that majority are willing to put in a great deal of effort beyond that normally expected in order to help the organization to grow and they talk high about organization and are committed to their organization.

Regression Analysis

Regression Model 1	R	R Square	Adjusted R Square	Std.error	Standardized Coefficients Beta	Sig.
Table :Model Summary 1 of Role Clarity and Efficacy						
1	.395	.152	.145	.46174	.390	.000

The R Square value is .152 which shows the variance between role conflict and job satisfaction. The value indicates that 15 % variance in efficacy can be predicted from the variable role clarity.

Regression Model 1	R	R Square	Adjusted R Square	Std.error	Standardized Coefficients Beta	Sig.
Table :Model Summary 1 of Role Clarity and organizational Commitment						
1	.557	.310	.304	.41660	.557	.000

The R Square value is .310 which shows the variance between role conflict and job satisfaction. The value indicates that 31 % variance in Organisation Commitment can be predicted from role clarity.

Regression Model 1	R	R Square	Adjusted R Square	Std.error	Standardized Coefficients Beta	Sig.
Table :Model Summary of						

Role Conflict and Efficacy						
1	.160	.026	.018	.67995	-.160	.075

The R Square value is .026 which shows the variance between role conflict and Efficacy. The value indicates that .026 % variance in job commitment can be predicted from the variable role conflict. The Beta value is -.160 which indicates that the rate of change in independent variable is caused by the dependent variable which is Efficacy and the coefficient is very low which would indicate that large role conflict results in lower Efficacy.

Regression Model	R	R Square	Adjusted R Square	Std.error	Standardized Coefficients Beta	Sig.
1	.099	.010	.002	.685	-.099	.274

The R Square value is .010 which shows the variance between role conflict and job satisfaction. The value indicates that .010 % variance in job commitment can be predicted from the variable role conflict. The Beta value is -.099 which indicates that the rate of change in independent variable is caused by the dependent variable which is Organisational Commitment and the coefficient is very low which would indicate that large role conflict results in lower Organisational Commitment.

5. HYPOTHESIS TESTING

We shall see do the results of hypothesis approve or disapprove our hypothesis:

H1 – There is significant positive relationship between Role Clarity and Efficacy.

This hypothesis was accepted because the correlation between role clarity and efficacy was significantly positive and the value was .1520.411 at a level of $p < 0.01$. The regression coefficient value was 0.1520, $p < 0.01$. The value is significant at this level. So the hypothesis is supported by this study.

– There is significant positive relationship between Role Clarity and Organisational Commitment .

This hypothesis was accepted because the correlation between role ambiguity and job stress was significantly positive and the value was .310 at a level of $p < 0.01$. The regression coefficient value was .310, $p < 0.01$. The value is significant at this level. So the hypothesis is supported by this study.

H3 – There is significant negative relationship between Role Conflict and Efficacy.

This hypothesis was accepted because the correlation between role ambiguity and job stress was significantly negative and the value was .026 at a level of $p > 0.01$. The regression coefficient value was 0.026, $p > 0.01$. The value is significant at this level. So the hypothesis is supported by this study.

H4- There is significant negative relationship between Role Conflict and Job Commitment .

This hypothesis was accepted because the correlation between role ambiguity and job stress was significantly positive and the value was 0.010 at a level of $p > 0.01$. The regression coefficient value was 0.010 , $p > 0.01$. The value is significant at this level. So the hypothesis is supported by this study.

CONCLUSION

The private sector is a growing sector of economy in Nagpur (Maharashtra, India) and it is necessary for managers to keep a watch on the employee efficacy and Job Commitment, so that the employees service quality can be managed and increased. The factors which can be monitored is presented in the present paper that if role clarity is there it can increase the employee efficacy and job commitment and on the other hand role conflict decrease the performance level of employees and affect their job commitment. The results, however, may not be generalized to other sectors or industries in India or elsewhere as our sample size and population was limited to private sector.

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