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Relationship between Organizational Environment & Organizational Commitment: A Case Study of Medical Colleges in Peshawar

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Abstract

The purpose of the study is to determine the relationship of organizational environment with the three dimensions of organizational commitment (affective, continuance and normative organizational commitment) among faculty members of public/private medical colleges in Pakistan. A random sample (N=71) is comprised of full time faculty members of one public sector and two private sector medical colleges operating in Peshawar (Pakistan). Following Allen and Meyer's (1990) approach to OC, data was gathered through questionnaire as the survey instruments. Pearson correlation was computed to analyze the relationships of organizational environment and the sub scales of organizational commitment. The results of this study show statistically positive relationship between organizational environment and all the three dimensions of organizational commitment, and that the majority of faculty members are experiencing greater organizational commitment (affective, continuance, and normative) in the presence of a healthy and positive organizational environment. These findings have implications for recruitment of new faculty members and retention of old ones. Therefore, this study provides empirical data to support theoretical models that focus on organizational environment as antecedents to organizational commitment. Efforts should be made by college deans/principals and faculty members in developing a progressive organizational culture to enhance the organizational commitment of its members.

Keywords: organizational environment, organizational commitment, normative commitment, Continuance commitment and affective commitment.

Introduction

A thorough evaluation of the faculty members from all aspects is essential for academic development and promotion of an academic organization. The Faculty members can be evaluated in their teaching style, research work, cooperation with students, their creativities, their cooperation with coworkers and their services. Faculty is anticipated to be cooperative and willing to work on research and development, they have to be engaged in serious and important research work for organization, and they are supposed to participate in positive and fruitful activities useful for academy discipline and research and development. This is very important and necessary for an organization to provide better work environment to their employees, especially in academic settings, in order to produce cream students and researchers. An academic organization should make a good link between the organizational environment and organizational commitment. Beside organizational environment there are other factors also which affect the level of organizational commitment of faculty members i.e., pay, benefits, supervisory role, career development and training system especially in academic settings.

In Pakistan, very limited research is being conducted on the topic and more is needed in order to understand the issue under discussion. Educational institutions like universities, colleges and schools emphasize more on goodwill, publicity, image, reputation etc. and less importance is being given to authentic and valuable research and development. Moreover, little research on organizational environment and organizational commitment can be found in the educational institutions of Pakistan.

It is very critical and complex to understand the organizational environment that affects the commitment level of teaching staff of medical colleges. Achieving provision of instructors, teachers and researchers is a critical issue. As faculty members try to enhance and make reforms in their research activities, their way of teaching, their attitude towards coworkers and students may vary their level of commitment towards their institute concerned. Besides good research activities and good teaching methods, the HR policies for planning and forecasting of staff member's needs, policies for their retention etc. must also be enhanced so that no more deficiency can be seen in the pool of qualified faculty members. The provision of updated knowledge regarding modern education system can increase faculty's ability to perform their duties in a more effective and efficient manner. The organizational environment is one of the highest antecedents to organizational commitment. This study aims to bring some additional insight into the issue by establishing association between the organizational commitment and organizational environment. The study in hand aims to determine that how the organizational

environment influences the organizational commitment level of full time teachers of medical colleges in kpk, Pakistan.

Literature Review

a. Organizational Commitment

According to the research study conducted by Porter, Steers, Mowday, & Boulian (1974:603), Organizational commitment can be defined as the involvement and identification with a particular organization. Employees have a strong faith in following organizational goals, they believe in organizational mission, vision, values and culture, they want to struggle for the achievement of these goals, and want to continue their jobs in the concerned organization (Turner, 2001:80). Organizational commitment is a phenomena in which the organization and the individual shares some specific goals and values, they develop an atmosphere of trust, want to work there, and have a social network of colleagues, coworkers and friends inside the organization (Kanter, 1968:499; Mowday, Porter & Steers, 1979:225).

Allen and Meyer's (1990) proposed a three-component model: affective commitment (employees remain with the organization because they want to; AC), continuance commitment (employees remain because they need to; CC) and normative commitment (they remain because they feel they ought to; NC). The results of several confirmatory factors analyses support the above hypothesis of Meyer & Allen. Other studies revealed that all the three subcomponents of commitment have different correlations with different factors, especially they professed that organizational commitment have different consequences like attendance, turnover intention, and performance etc (Cohen, 1996; Hackett et. al., 1994; Meyer, Allen & Gellatly, 1990).

Commitment is the psychological state of an individual and many researchers have studied it from different perspectives (Allen & Meyer, 1990b:847; Kanter, 1968:503). These studies are based on how the organizational commitment develops, and what are its effects on individual's performance (Angle & Perry, 1981:2; Harshbager, 1989:2; Porter L.W. 1974:603). Studies also show that there are different dimensions of commitment, which have different consequences for different variables or factors (Aven, 1988:11; Mathieu & Zajac, 1990:172). Cook and Wall (1980:41), working in a UK context, view OC as the "feelings of attachment to the goals and values of the organization, and attachment to the organization for its own sake rather than for its strictly instrumental values". This attachment takes three forms: identification (a feeling of pride and belonging to the

organization); involvement (the willingness to invest personal effort for the sake of the organization); and loyalty (attachment and obligation towards the organization). Research conducted by Meyer *et al.* (1980:719), reveals that there is a positive correlation between affective organizational commitment and supervisory ratings of performance while continuance organizational commitment is negatively related with supervisory ratings of performance.

Lin *et al.*, (2005:351) conducted study on the relationship of organizational commitment with Goal orientation. The results reveal that those employees who are getting promotions have a great learning goal orientation as compare to those who remain on the same posts for long term. The findings and results of various research studies indicate that turnover intention, performance, and attendance have significant correlations with Affective, continuance, and normative organizational commitment (Cohen, 1996; Dunham *et al.*, 1994; Meyer *et al.*, 1990). The level of individual's organizational commitment has significant effects on the organization and the individual (Mowday, Porter & Steers, 1982:246).

b. Organizational Environment

The aim of the research study is to determine the relationship of organizational commitment with organizational environment. To understand the phenomenon of organizational environment some articles of organizational climate has been studied, because the climate and environment of an organization has a close meaning. Organizational climate can be defined as the behavior in which the employees of the organization perceive and characterize the environment of the organization in which the attitude and mannerism is observed (Denison, 1996;; Moran and Volkwein, 1992:150; Verbeke *et al.*, 1998:304). The organizational climate has a positive and significant relationship with involvement of employees in decision-making mechanism, and leadership styles (Allen, 1990a:16; Volkwein and Parmley, 2000:113). The results of some research studies show that organizational climate has a significant relation with job satisfaction (Johnson & McIntye, 1998:450), some other research results show that organizational climate and job satisfaction have a positive relationship, but are not of the same construct (La Follete & Sims, 1975:277). Razali (1999:9) conducted a comparative study, in which the findings revealed that the employees want to work in a flexible environment or climate, and where they feel that they are just like the part of the organization, and should be given some right to in decision making.

In South Africa in a research study conducted by Dr. Yoram Neumann (1978) of college faculty members, the organizational climate was examined in academic environment. Neumann studied the organizational climate in relationship with satisfaction at workplace. The aspects of climate studied were evaluation of financial and monetary reward/benefits, perception of power, and perceived organizational goals. The findings of the same research study reveal that subscales of organizational climate were differently related to job satisfaction (Neumann, 1978:275).

In prior research studies organizational climate was examined as dependent, independent, and intervening variable in relation with job satisfaction, leadership, organizational structure, employee performance, and organizational commitment. And the results show that satisfaction at workplace, leadership styles and behaviors, performance, organizational commitment and organizational structure have a positive relationship with organizational climate (De Cotiis & Summers, 1987:469; Hellriegel & Slucom, 1974:280). It can be derived that the antecedents of organizational climate / environment have significant relation with organizational commitment. But this relationship varies from situation to situation.

Methodology

The researcher has the intention to explore and find out the relationship of organizational environment with organizational commitment using a co-relational approach. After approving the questionnaire for research from the principals, the teaching staff was asked to provide data by filling the questionnaire. The participants were asked to provide their demographical information, and information about organizational commitment, and organizational environment. Out of 66 items 18 were for organizational commitment (6 for each component), 42 for organizational environment while 6 for demographics. The 42 items of organizational environment were divided into 4 groups in order to know about the subscales of organizational environment i.e. Consideration (appreciation), Intimacy (relations with co-workers), Disengagement (no part in decision making) and production emphasis (task orientation).

Five-point Likert scale was followed (1= strongly agree to 5= strongly disagree, reverted where needed). The continuous variables organizational commitment (affective, continuance and normative) and organizational environment were examined using different statistical instruments. Co-relation test was applied on the data collected.

Study of Variables

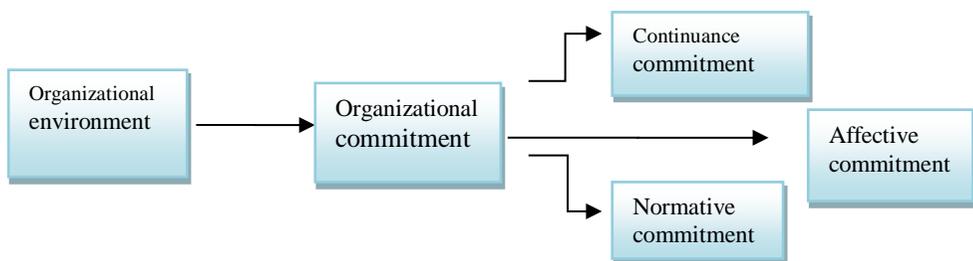
Continuous Variables: Organizational Environment (OE) and Organizational Commitment (OC)[(Affective(AC), Continuance(CC) and Normative(NC))]

Demographics: Age, gender, education and experience in the organization etc.

Hypotheses

- There is a relationship between Organizational Environment and Organizational Commitment.
- There is a relationship between Organizational Environment and Affective Organizational Commitment.
- There is a relationship between Organizational Environment and Continuance Organizational Commitment.
- There is a relationship between Organizational Environment and Normative Organizational Commitment.

Theoretical Frame work



Analysis of Data

The purpose of this research study is to determine the relationship of organizational environment with organizational commitment and its three subcomponents – Affective, Continuance, and Normative Commitment.

Results and discussions

The demographic data shows that 40.8% of the respondents were at the age of 20-30 years, 18.3% of 31 to 40 years, 22.5% of 41 to 50 years, 11.3% were above

50 years and the rest 7% did not report their age. Further the sample selected for this research study is composed of 71 respondents/faculty members of medical colleges in Peshawar (Pakistan), 53.5% male, 43.7% female and 2.8% not reported their gender. The level of education of the participant show that 64.8% were having a bachelor (MBBS, BDS) degree, 23.9% master (MSc, M.S/M.Phil) degree, 5.6% doctoral degrees and the remaining 5.6% of participants did not report their educational information. Regarding job experience fifty one (71.8%) faculty members were having experience of up to 5 years, five (7.0%) faculty members between 6 and 10 years, five (7.0%) between 11 and 20 years, and three (4.2%) more than 20 years while seven (9.9%) did not report their experience. While out of them fifty two (73.2%) were lecturers, eight (11.3%) Assistant Professors, four (5.6%) Associate Professors, five (7.0%) Professors and the remaining two participants did not report their job status.

Descriptive Statistics

Descriptive statistics and frequencies were used to calculate means and standard deviations for the demographical factors i.e. age, gender, education, and tenure etc. and the continuous variables (Table 1). The highest mean score was ($M = 5.1278$) that was recorded for the

Table 1: Descriptive statistics for all variables (N=71)

Variables	N	Minimum	Maximum	Mean	Std. Deviation
OE	71	3.07	5.19	4.0873	.54690
AC	71	4.17	6.17	5.1278	.54690
CC	71	2.83	4.83	3.6944	.54718
NC	71	3.67	6.00	4.9472	.53233

“Affective Organizational Commitment” variable, and the lowest mean score that was recorded ($M = 3.6944$) for “Continuance Organizational Commitment” variable. The mean score recorded for each variable was above 3.5.

Reliability Statistics

Table 2: Reliability coefficients for items in each variable (N=71)

Variables	Cronbach's alpha
Organizational Environment	0.76
Affective Organizational Commitment	0.75
Continuance Organizational Commitment	0.75
Normative Organizational Commitment	0.82

The above Table(2) tells us about the Cronbach's alpha coefficients, which shows a good reliability of the instruments used. Cronbach's alpha coefficient of normative commitment was highest (0.82), and both of the continuance organizational commitment and affective organizational commitment have a low level of Cronbach's alpha coefficients, that is 0.75, the alpha coefficient for organizational environment was recorded as 0.76.

Correlation Analysis

Pearson's Product Moment Correlation process was used in order to find out the correlation among the variables included in this research study. The values of coefficients which varies from -1 to +1, so where the no. less than zero the relationship is negative between variables while where the no. more than zero, there is a positive relationship between variables. Thus, the co relational analysis show that organizational environment have a significant and positive relation with organizational commitment and all its three aspects i.e., affective, continuance and normative.

		Affective Organizational Commitment	Continuance Organizational Commitment	Normative Organizational Commitment
Organizational Environment	Pearson Correlation	.614(**)	.396(**)	.507(**)
	Sig. (2-tailed)	.000	.000	.000
	N	71	71	71

This table shows that the organizational environment is significantly positively related with Affective Organizational Commitment ($r = 0.614$, $p < .001$), the continuance organizational commitment has a positive and moderate relation with organizational environment ($r = 0.396$). and there is a positive and moderate relationship between organizational and Normative Organizational Commitment ($r=0.507$).

Findings and Conclusions

The results show that organizational environment is positively related with affective organizational commitment ($r = .614$, $p < .001$). The affective organizational commitment is positively correlated to organizational environment subscales i.e, consideration, intimacy and production emphasis. These findings suggest that faculty's opinion of consideration, intimacy and production emphasis have a contribution to increase the level of affective organizational commitment. As these colleges offers different programs at bachelor level like MBBS, BDS etc and master level like M.Phil in different disciplines and encourages youngsters, less experienced to complete their bachelor, master and doctoral programs. Dean and heads have to encourage and socialize the newly doctoral staff in order to perform their role well in academic culture. The heads are responsible for arranging the mentoring programs in order to make the staff members aware about the academy goals, mission, vision and educational needs of students. The management must arrange some conferences and seminars to teach the faculty and the students about the research programs and other career counseling activities. The management has to arrange such mentoring programs in which the students as well as the teachers are taught with increased emphasis on learning methods, scholarship programs, and career growth. Such programs will be beneficial to the new and fresh faculty and the students.

The results also show that there is a positive relationship between Normative organizational commitment and organizational environment ($r = .507$, $p < .001$). There is a positive relationship between normative commitment and the subscales of Organizational environment i.e. intimacy, consideration, and production emphasis. Similarly, the subscales of organizational environment have the relationships with continuance organizational commitment as all the subcomponents of organizational environment and continuance organizational commitment have a low positive relationship ($r= .396$, $p < .001$).

The results of this research investigation supports the theoretical framework followed by Meyers and Allen's Multidimensional Model (1997) and show that organizational environment and organizational commitment are positively related

to each other. It is concluded that if the subscales of organizational environment i.e; intimacy, consideration, and production emphasis are high; all the subscales of organizational commitment will be high. The results of this study are similar to the results of the research studies studying the same scenario i.e., organizational climate and organizational commitment variables. Allen and Meyer (1990a), Aven (1988), Jackson and Schuler (1985), and Meyer and Allen (1990, 2004) whom results showed that the subscales of organizational commitment take influence from the organizational environment or climate. It was found that if the level of organizational environment is better, the components of organizational commitment are high and good, and if the level of internal organization environment is bad, the level of all the components of organizational commitment will be low.

Future Work

The results from this research study cannot be generalized while this is a replicable research study. The researchers in future are recommended to conduct research in order to evaluate the relationship of organizational environment, culture, and commitment in other levels, and types of colleges, disciplines, and departments.

The scale and model must be revised, modified, and validated to investigate the level of commitment in other educational institutes.

Future researches are recommended to take a consideration of impacts of managerial decision making on organizational environment and organizational commitment level of faculty members.

It is also suggested and recommended that the researchers have to determine the influences of organizational environment and culture on turnover. The relationship of other antecedents with organizational commitment, like performance level, productivity, salary and compensation, and organizational citizenship should be explored in future research studies in Pakistan.

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