

Impact of Goal Clarity on Organizational Commitment in Telecommunication Organizations of Pakistan

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This research is intended to understand the key variables that contribute towards making managers committed to an organization (OC). This research has been carried out to test relationship among organizational commitment, goal clarity and employee's participation. It is established through six hypotheses which were tested by collecting data from employees of different organizations in form of a questionnaire. Sample size for study was 100 in telecommunication organizations of Pakistan. Questionnaires were distributed in federal capital Islamabad and its neighboring city Rawalpindi. In general, employee participation affects organizational commitment more as compared to goal clarity. It was observed during the study that if these factors were studied by comparing the job performance of employees in organization with no goal and employee participation and vice versa the results may be more deductive.

Field of Research: Organizational Commitment, Goal Clarity, Employee Participation

1. Introduction

Organizational commitment is the relative potency of an employee's affection or attachment with the corporation. Its importance is depicted by the fact that committed employee's shows loyalty to their organization and are motivated to do their work. It was observed during survey that factors such as, good communication, performance feedback, participation in work by employees in process of decision making was found to play key part in committing employees to organization. Mere implementation of HRM practices such as, benefits, job descriptions and standard work procedures is not enough to earn employee commitment.

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The profit from a dedicated, and constant performing workforce, employee participation should be part of organization. (Richard E. Stup et al) Webster defines commitment as

“a pledge or promise, an obligation of some sort”. Arnon (1985) defines commitment as a method of recognition with the ambition of an organization's stakeholders. These stakeholders consist may of management , customers and society. (Arnon E. Reichers, 1985). Commitment with organization can be discriminated as an attitude and it can also be depicted as behavior (Mowday, 1982). Attitudinal commitment reveals the person's recognition with purpose of organization and his/her enthusiasm to endeavor that purpose. Identification between attitudinal and organization commitment can be establish. Behavioral commitment has its roots in action and customs of individual that are develop during his/her union with organization. Attitudinal or organizational commitment has been further classified into three basic components which are affective, continuance and normative Allen and Meyer (1990). Variables selected as dependent variables are Organizational Commitment which will be studied in three component variables and Independent Variables are Employee Participation and Goal Clarity.

1.1. Organizational Commitment

Affective factor refers to an individual's attachment to organization by developing emotional bond. Affective commitment was found to be positively correlated number of employees present and their performance which is related to organization. Research indicates same results were revealed when it is compared with problems between work and family and working under pressure.(John P. et al 2001). The Continuance factor of organization between workers is associated with the price that they have to pay when they plan to leave organization. Becker's (1960) refers to the employees of organization as investments. This idea is based on fact that longer they are inside organization more experiences and skills they get. It is always costly to lose this type of workforce. These precious savings can be found in the efforts they put in their job and skills they develop while working. When employee leaves his organization it is difficult to transfer skills they acquire and thus they are not motivated to leave organization.

Normative commitment can be defines the sense of responsibility with the organization. This type of commitment suggests a stronger focus on normative control by organizations to be able to define clearly value system they have, getting stakeholder of organization accept it, and to attract prospective members of similar temperament. (Yoash Wiener, 1982). Furthur it is observed that It is not indispensable for an employee to have more than one type of commitments. For instance a worker may or may not have one or all types of commitment. They vary only on the basis of their underlying motives and outcomes (Becker, 1992; Becker, Billings, Eveleth, & Gilbert, 1996). The study regards organizational commitment as the combination of the three basic components as they are not mutually exclusive in nature

1.2. Goal Clarity

Researches show that task performance is affected positively in organization with specific goal clarity than in organization with no goal clarity at all. Goal clarity influence organization commitment by affecting task performance of employees. Goals

Enhancement can serve to clarify the person's role in organization and to intensify the person's awareness of associations among his liability and responsibilities of others. If goals of employment are illuminated, a considerable source of role uncertainty is reduced, this in turns affect employee clarity of expectation. Goals are sources of professional Challenge the level of challenge being affected by goal difficulty. Amplification in difficulty of goal increases job difficulty. (Denis D. Umstot, 1994) Locke summarized in number of researches it was depicted magnification of goals intensify performance of employees (Locke, 1976). Oldham It was discovered that it not only boost importance of task but also bring sense to otherwise routine job Goal is focus on end results rather than measuring the ways how to achieve these goals thus making the work environment self- sufficient. Goal setting and feedback are interconnected bond that formulate there importance to one another. Positive feedback like individual affection with organization, higher performance shows objectivity of goals Shaw, B., & Oldham, 1978).

1.3. Employee Participation

Employee participation consists of taking input from employee in form of work group and committees. Employee as they are performing work by themselves so generally have more information than manager about the task they perform and hence can contribute in process of decision making in better ways. It is also found to be source of intrinsic reward to employees thus increasing job satisfaction and in turn increasing employee motivation and hence willingly channel their power in positive ways. It is also found to contribute to improvement in quality of productivity. (William N. Cooke). Involving employees in process of decision making and goal setting resulted in eliminating different barriers of hierarchal organization structure. Wagner, J.A. III, (1994). Organization can be improved by increasing level of participation in decision making process (Boshoff, C. & Mels, G., 1995). Employee participation "is a term used to qualify employee's relation practices, which management believes to encourage employee's commitment to managerial goals and the success of the enterprise" (Mariapa, 1998). Coch and French in 1949 studied involvement by workers at place of work. They formulated foundation of production and effectiveness. It was established that productivity at workplace is is directly connected with assuming contribution in decision making. It is clearly depicted by increase in attendance and satisfaction among employees and efficiency. Researches pointed to fact to that to what extent employee participation and Goal clarity has its affect on organizational commitment. Following research is carried out to seek the answers of aforementioned question and observe their significance in Pakistan corporate culture

2. Research Methodology

Purpose being the research is to investigate role of goal clarity and employee participation on organization commitment. Holding expert work force is one of major issue of this age. This study shows how goal clarity and employee participation affect organization commitment of managers and it can be improved. Three variables are carefully selected for this purpose and design of research was divided into two tiers.

Affect of Goal clarity and employee participation as independent variable were separately studied afterwards both variable were combined to see their combined impact on organization commitment as dependent variable.

2.1. Hypothesis

- H1: Employee participation is directly associated with Affective Commitment
- H2: Employee participation is directly associated with Continuance Commitment
- H3: Employee participation is directly associated with Normative Commitment
- H4: Goal Clarity is directly associated with Affective Commitment
- H5: Goal Clarity participation is directly associated with Continuance Commitment
- H6: Goal Clarity is directly associated with Normative Commitment

2.2. Sample and Response Rate

Data was collected from four popular telecommunication organizations of Islamabad and Rawalpindi. Sample size was Expected to be 200 but 40 questionnaires were not returned. Actual sample size was 170 of these 31 questionnaires were partially filled. Completely filled questionnaires were 129. Response rate for survey was 64%.

3. Research Findings

Result of correlation shows high association between dependent and independent variables as represented by high value of correlation. Employee participation and goal clarity shows nearly similar pattern when related against organization commitment. Goal Clarity (0.64) represents a strong positive correlation with Affective as compare to it correlation with Continuance (0.622) and Normative (0.56). It depicts that telecommunication Organizations with well defined and clear goals are expected improve individual emotional bond with organization Goal clarity. It may result in improving attendance of employees and their performance thus culturing organization citizenship among employees. Goal clarity has found to have least affect on Normative Commitment (0.56). This result predicts that even though employees of telecommunication sector are obliged to their organization but are partially affected by goal clarity. Some other factor might be contributing to Normative Commitment. Continuance commitment (6.22) has strong positive correlation with Goal Clarity. It demonstrates that reducing ambiguity in goals result in longer employment of individual. Employee Participation also illustrates strong positive correlation with Affective Organization Commitment (0.641). It can be deducted that involves employee in decision making and information sharing makes them in debt toward their organization. Goal Clarity and Employee Participation has nearly same association with Affective Commitment. Even though Continuance Commitment has strong correlation with Employee Participation but it's weaker as compare to other two commitments. Normative Commitment (0.55) also depicts positive association with employees but it's not as strong as affective commitment.

Correlation variables in Telecommunication organization

	NormativeComm	ContinuanceComm	Affective Comm	EmpPart	Goal Clarity
NormativeComm	1				
ContinuanceComm	.550(**)	1			
Affective Comm	.560(**)	.640(**)	1		
EmpPart	.55(**)	.545(**)	.641(**)	1	
Goal Clarity	.56(**)	.622(**)	.64(**)	.54(**)	1

4. Conclusion

During the course of study it was established that other factors might affect organizational commitment. Response of managers in telecommunication organizations shows that Goal Clarity has greater impact on organizational commitment as compared to Employees Participation. Over all Effective Commitment has greater impact than Normative and Continuance Commitment. This research demonstrated that both variables play their role in cultivating culture of citizenship. It is further recommended that affect of other factors should also be observed on organizational commitment to clarify extent of their impact on organizational behavior

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