

# **Predictors of Organizational Commitment and Turnover Intention of Medical Representatives (An Empirical Evidence of Pakistani Companies)**

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## **Abstract**

*The basic objective of this study is to investigate the impact of role ambiguity, role conflict and work-family conflict on organizational commitment and turnover intention of medical representatives of national pharmaceuticals companies of Pakistan. Data was collected through time tested questionnaires from two hundreds and eighty three (283) medical representatives of national pharmaceuticals companies in KPK. Statistical Package for Social Sciences (SPSS 15 Version) was used for data operation. The results of Pearson Correlation showed a significant negative association between Role Ambiguity and Commitment, Role Conflict and Commitment, Work to Family Conflict Commitment and Turnover Intention while a significant positive correlation between Role Ambiguity and Turnover Intention, Role Conflict and Turnover Intention and Work to Family Conflict and Turnover Intention was found. Regression analysis indicates that 50% of turnover intention can be attributed to work-family conflict, role ambiguity and role conflict. Regression analysis also shows that 16 % of organizational commitment can be attributed to work-family conflict, role ambiguity and role conflict.*

**Keywords:** *Organizational commitment, Turnover intentions, Medical representatives*

## **Introduction**

Organizational commitment and turnover intention are important to study because high level of commitment and low level of turnover intention

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culminate in favorable organizational outcomes. Hundreds of studies have proved that organizational commitment is positively correlated with job performance (e.g., Meyer et al., 1989), job satisfaction (Porter et al.1974), motivation (e.g., Mathieu and Zajac, 1990) and organizational citizenship behavior (e.g., Riketta, 2002) while negatively associated with turnover (Khatri and Fern, 2001) and absenteeism ((e.g., Farrell and Stamm, 1988). High turnover brings destruction to the organization in the form of direct and indirect cost. According to Staw (1980) expenditures incurred on the selection, recruitment, induction and training of new employees are direct cost. According to Des & Shaw (2001) Cost of learning, reduced morale, pressure on the existing employees and the loss of social capital are the indirect cost incurred by an organization due to high turnover. No study has been conducted to identify the factors that influence organizational commitment and turnover intention amongst medical reps of national pharmaceuticals companies of Pakistan.

### **Literature review**

#### *Relationship of Organizational Commitment with Role Ambiguity, Role Conflict and Work-Family Conflict*

Many researches conducted in developed and developing countries have established a negative relationship of organizational commitment with role ambiguity, role conflict and work to family conflict. For instance, Brandt et al (2008) in their article titled “Personal And Work-Related Predictors of Organizational Commitment and Life Satisfaction of Slovak Women in Higher Education” found a significant negative correlation between role ambiguity and organizational commitment and role conflict and organizational commitment in two types of samples, 1 and 2. Blackhurst et al. (1998) have also found that organizational

commitment is negatively associated with role ambiguity and role conflict. Allen and Meyer (1990) in their famous article "The measurement and antecedents of affective, continuance and normative commitment to the organization" found that role ambiguity and role conflict were negatively correlated with organizational commitment. The same was confirmed by Aven (1988) and Jackson and Schuler (1985).

Work to life conflict has a negative bearing on the commitment of workers to their organization. For example, Lee & Hui (1999) argue that "Work interference with family may be an indicator of how much devotion one has for work." In this study it is hypothesized that

**H1:** Role Ambiguity is significantly correlated with organizational commitment amongst medical representatives of national pharmaceuticals companies of Pakistan.

**H2:** Role Conflict is significantly correlated with organizational commitment amongst medical representatives of national pharmaceuticals companies of Pakistan.

**H3:** Work to Family Conflict is significantly correlated with organizational commitment amongst medical representatives of national pharmaceuticals companies of Pakistan.

*Relationship of Turnover Intention with Role Ambiguity, Role Conflict, Work-Family Conflict*

A plethora of research is available on the relationship which turnover intention has with role ambiguity, role conflict and work to family conflict. For example, Glissmeyer et al (2007) presented a research paper titled "Role conflict, role ambiguity, and intention to quit the organization: the case of law enforcement officers" in 38th Southwest Decision Sciences Institute Annual Conference in which they took two sample data and found that there was statistically a significant

relationship between role ambiguity and turnover intention and role conflict and turnover intention. Denise K. Gormley (2005) in his PhD research found that role conflict and role ambiguity were positively correlated with turnover intention.

When work to family conflict arises, it culminates in high turnover intention. Oredein and Alao conducted a study in Nigeria to measure the impact of work-family conflict on turnover intentions of lecturers. They found a significant positive impact of work to family conflict on turnover intentions lecturers. In this study it is hypothesized that

**H4:** Role Ambiguity is significantly correlated with organizational turnover intention amongst medical representatives of national pharmaceuticals companies of Pakistan.

**H5:** Role Conflict is significantly correlated with organizational turnover intention amongst medical representatives of national pharmaceuticals companies of Pakistan.

**H6:** Work to Family Conflict is significantly correlated with organizational turnover intention amongst medical representatives of national pharmaceuticals companies of Pakistan.

#### *Relationship between Organizational Commitment and Turnover Intention*

According to many studies previously conducted, there is a statistically significant relationship between organizational commitment and turnover intention. For example, Gellatly (1995) found that the relationship between organizational commitment and turnover intention was significantly negative. In this study it is hypothesized that

**H7:** Organizational Commitment is significantly correlated with Turnover Intention amongst medical representatives of national pharmaceuticals companies of Pakistan.

## **Methodology**

### *Data collection*

Data was collected during October and November 2009 by administering questionnaires to four hundred (400) medical representatives of national pharmaceuticals companies in KPK. A cover letter that explained the purpose of the study was attached to each questionnaire. Three hundred and nine (309) questionnaires were returned showing 77.25 percent response rate. Twenty six (26) questionnaires were disposed off because they contained incomplete information.

### *Statistical tools*

Statistical Package for Social Sciences (SPSS 15 Version) was used to calculate Mean, Standard Deviation, Pearson Correlation and Multiple Regression. Correlation and Regression are used to know the impact of one variable on the other or to know the relationship between two or more variables.

## **Measures**

### **Role Ambiguity and Role Conflict**

Questionnaire developed by Rizzo, House, and Lirtzman (1970) was used for measuring Role Ambiguity and Role Conflict. Examples of Role Ambiguity include "I know that I have divided my time properly", and "I feel certain about how much authority I have". Role Ambiguity contains 6 items while Role Conflict 8 items. Responses were recorded on 7 point likert scale from 1 (very false) to 7 (very true). Role Ambiguity scale

showed 75 percent Reliability.  $\alpha = .75$ ) while Role Conflict scale showed 79 percent Reliability.  $\alpha = .79$ ).

### **Work to Family Conflict**

Four (4) items from the Questionnaire developed by Carlson et al (1999) was used to measure Work to Family Conflict. These four items were "Time I spend at work often causes me not to spend time with family members", "My work keeps me away from family activities", "My work responsibilities often interfere with my family responsibilities" and Work schedules tend to clash with my family schedules". Responses were recorded on 5 point likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The scale showed good Reliability.  $\alpha = .81$ ).

### **Organizational Commitment:**

Nine items from the questionnaire developed by Porter et al. (1974) were used to measure organizational commitment. Examples include "I find that my values and the organization's values are very similar" and "I am proud to tell others that I am part of this organization". Responses were recorded on 5 point likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The scale showed very good Reliability.  $\alpha = .86$ ).

### **Turnover Intention:**

3 items turnover intention scale adapted from Michigan Organizational Assessment Questionnaire (Cummann et al, 1979) was used to measure turnover intention. These three items were "I will actively look for a new job in the next year"; "I often think about quitting" and "I will probably look for a new job by the next year". Responses were recorded on 5 point likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The scale showed very good Reliability ( $\alpha = .92$ ).

## Results

The results of table 1 indicated a significant association between Role Ambiguity and Commitment ( $r = -0.219$ ,  $p < 0.000$ ), Role Conflict and Commitment ( $r = -0.291$ ,  $p < 0.000$ ), Work to Family Conflict and Commitment ( $r = -0.319$ ,  $p < 0.000$ ) and Commitment and Turnover Intention ( $r = -0.394$ ,  $p < 0.000$ ). The result further showed a significant positive correlation between Role Ambiguity and Turnover Intention ( $r = 0.484$ ,  $p < 0.000$ ), Role Conflict and Turnover Intention ( $r = 0.413$ ,  $p < 0.000$ ), Work to Family Conflict and Turnover Intention ( $r = 0.584$ ,  $p < 0.000$ ). The results of Regression also supported all the developed hypotheses.

**Table 1** **Correlations**

	Mean	Std. Deviation	N	1	2	3	4	5
1	4.3004	1.84647	283	1				
2	4.2580	1.60028	283	.274*	1			
3	4.4028	.79466	283	.323*	.180*	1		
4	2.2509	1.35163	283	-.219*	-.291*	-.319*	1	
5	4.0989	1.20464	283	.484*	.413*	.584*	-.394*	1

\* Correlation is significant at the 0.01 level (2-tailed).

Role Ambiguity (1), Role Conflict (2), Work to Family Conflict (3), Commitment (4) and Turnover (5).

Table 2 indicates that fifty (50%) of the variance in turnover intention can be accounted for by Work-Family Conflict, Role Conflict and Role Ambiguity as shown in table 4 below. Table 3 indicates that the developed model is significant at .000 level.

**Table 2** **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707(a)	.500	.495	.85632

a. Predictors: (Constant), Work Family Conflict, Role Conflict, Role Ambiguity

**Table 3** **ANOVA (b)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	204.643	3	68.214	93.025	.000(a)
	Residual	204.587	279	.733		
	Total	409.230	282			

a. Predictors: (Constant), Work To Family Conflict, Role Conflict, Role Ambiguity

b. Dependent Variable: Turnover

**Table 4** **Coefficients (a)**

Model		Unstandardized Coefficients	Standardized Coefficients		t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	-.493	.300		-1.643	.102
	Role Ambiguity	.174	.030	.267	5.812	.000
	Role Conflict	.195	.033	.259	5.856	.000
	Work To Family Conflict	.684	.068	.451	10.036	.000

a. Dependent Variable: Turnover

Table 5 indicates that only sixteen percent (16%) of the variance in organizational commitment can be accounted for by Work-Family



Conflict, Role Conflict and Role Ambiguity as shown in table 7 below.  
Table 6 indicates that the model is significant at .000 level.

**Table 5 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.404(a)	.163	.154	1.24334

a. Predictors: (Constant), Work To Family Conflict, Role Conflict, Role Ambiguity

**Table 6 ANOVA (b)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.880	3	27.960	18.086	.000(a)
	Residual	431.308	279	1.546		
	Total	515.187	282			

a. Predictors: (Constant), Work To Family Conflict, Role Conflict, Role Ambiguity

b. Dependent Variable: Commitment

**Table 7 Coefficients (a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.198	.435		11.938	.000
	Role Ambiguity	-.055	.044	-.076	-1.274	.204
	Role Conflict	-.189	.048	-.224	-3.916	.000
	Work To Family Conflict	-.432	.099	-.254	-4.366	.000

a. Dependent Variable: Commitment

### **Conclusion and Recommendation**

The results of Pearson Correlation and Multiple Regression proved that there was a significant negative correlation between role ambiguity and organizational commitment, role conflict and organizational commitment, work to family conflict and organizational commitment and turnover intention while a significant positive correlation was found between role conflict and turnover intention, role ambiguity and turnover intention and work to family conflict and turnover intention. It is recommended to the management of national pharmaceuticals companies of Pakistan to increase the level of employees' commitment to their organization and decreasing the level of turnover intention by clearly mentioning their role to play and by decreasing their work-family conflict.

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