

Linking dispositional traits to affective commitment

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Abstract

Currently, the employees are facing increasingly the probability of the life-long unemployment. The frequently changing nature of jobs and the challenges involved in the process weakens the relationship between employer and employee. Keeping in view these situations, the present paper attempts to scrutinize and examine the factors responsible for the development of individuals' affective commitment towards the respective organizations. For that, a conceptual framework was developed on the basis of literature reviewed. A survey questionnaire is applied to get the response for the affective commitment and dispositional traits and the respondents being the doctors of the public health sector of Pakistan. At the initial stage, 1000 questionnaires were randomly distributed through personal visits and mail services such as Pakistan post and TCS limited service of Pakistan. From them, in total, 436 questionnaires were returned. The response rate is 43%. Statistical Package for Social Sciences (SPSS) version 21.0 is used for data analysis. After data cleaning and screening, 404 samples were utilized for final usage. The outcomes of Pearson's correlation and multiple regression analysis highlighted that dispositional affectivity (positive and negative) and affective commitment are significantly and positively correlated with each other. The positive results would be helpful for the management and those who are one way or the other, the part of HR and the organizational behavior that checks the employees' commitment within their respective organizations. Furthermore, it may show to be an advice for Pakistan for improving organizations through up-gradation of such factors which are really predict the organizational commitment among the employees. Finally, it may contribute to the

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domain of literature pertaining to the organizational commitment particularly for developing countries.

Key words: Affective commitment, dispositional traits, positive affectivity, negative affectivity.

1. Introduction

Presently, the employees are faced with least opportunities to find a suitable, consistent, and life-long employment opportunities. The occurrence of such opportunities of jobs are constantly increasing with each passing day that further enfeebles the relationship between the employer and employee. For, developing the required commitment among the employees presents a big challenge to every organization. The organizational commitment is defined as individuals' attachment related to sentiments which they possess for their concerned organization (Meyer and Allen, 1991). However, the affective commitment is considered to be a first component of organizational commitment which constitutes a positive job attitude among the dedicated workers as compared to ones less-committed (Jaramillo, Mulki and Marshall, 2005; Harrison, Newman and Roth, 2006).

From management perspective, the affective approach of commitment is influenced by the variables such as personal importance, goal setting, job challenges, peer cohesion and personal importance. However, in Pakistan particularly in health sector there is a dire need to examine the factors that create or develop the affective commitment among the medical practitioners i.e. doctors. In view of the situation mentioned above, the present study examines the factors of dispositional traits such as positive and negative affectivity towards affective commitment amongst health sector related doctors.

This study may be a better guideline for planners, policy agents and public health sector for developing more commitment among the employees. Particularly, it offers a pathway which guide as to how to generate commitment among the medical related individuals. Potentially, it will be quite helpful to the management and those who are one way or the other the part and parcel of HR and the organizational behavior that aims to study the employee commitment within their organizations. Furthermore, it may show to be advices for Pakistan for improving organizations through up gradation of such factors which are really predict the organizational commitment among the employees. Finally, it may contribute to the domain of literature related to the organizational commitment particularly for the countries in the making.

2. Literature Review

In the present days, employees are facing increasingly the probability of the life-long unemployment. The frequently changing nature of jobs and the challenges involved in the process weakens the relationship between employer and employee. For that developing commitment among the employees is a major problem of every organization. The organizational commitment is defined as individuals' attachment related to sentiments which they possess for their concerned organization (Meyer and Allen, 1991). However, the affective commitment is considered to be a first component of organizational commitment which constitutes a positive job attitude among the dedicated workers as compared to ones less-committed (Jaramillo, Mulki and Marshall, 2005; Harrison, Newman and Roth, 2006).

In relevant literature, various studies were review regarding organizational affective commitment and it was found as a positive and significant with job attitude than "less-committed workers (Meyer, Stanley; Herscovitch and Topolnytsky, 2002; Riketta, 2002; Jaramillo, Mulki and Marshall, 2005; Harrison, Newman and Roth, 2006)".According to (TCM) model, emotional attachment of individuals' is predicted by organizational commitment. In a similar way, Meyer and Allen (1997, p.11) strongly recommended that an affective commitment is "the employee's emotional attachment to, identification with, and involvement in the organization". Some extent, employees' commitment is a relationship between personal employment and a consistency of values and goals within their concerned organizations (Beck and Wilson, 2000). In view of Sheldon (1971, p. 148) that such practice of approach is "an orientation towards the organization that links or attaches the identity of the person to the organization". Hence, affecting assurance suggests identification of individuals' to involve in certain organizations. Such commitment is affected by various related factors such as job challenges, goal setting, peer cohesion, difficulty in goals achievement, and dependability of management (Meyer and Allen, 1997). Beck and Wilson (2000) strongly recommended that identification and internalization are more pillars for developing the process of affective commitment.

The related literature witnessed that there a resilient association between emotional obligation and emotion stability Cropanzano; James, and Konosky, (1993) and Williams, Gavin and Williams, (1996). According to Knippenberg and Sleebos (2006) that an affective commitment is interpersonal element which is responsible for capturing the quality of employees within their respective organizations. It works as a supervisor which indicates an adjustment of a newcomer (Becker, 2009).

Conservation of Resources theory (COR) pointed out that individuals who attempt to shape, recollect and defend resources such as conditions,

personal characteristics are cultivate the accomplishment of esteemed resources (Hobfoll, 1989). Such a connection of affective commitment between organizations and employees protect feelings of confidence, stability, affiliation, social identity and self-esteem (Hobfoll, 2002; Schmidt, 2007; Lapointe, Vandenberghe and Panaccio, 2011).

In the literature, affective commitment is predicted by various related factors such as job challenges, goal setting, peer cohesion, difficulty in goals achievement, and dependability of management in different contexts except Pakistan (Meyer and Allen, 1997; Beck and Wilson, 2000; Hobfoll, 2002; Schmidt, 2007; Lapointe, Vandenberghe and Panaccio, 2011). To fill this gap, the current study proposes the investigation of affective commitment through dispositional affectivity (positive and negative) among the health sector of Pakistan.

3. Conceptual Framework

As there is shortage of job opportunities, it affects negatively the system in question. For that developing commitment among the employees is a major problem of every organization. The organizational commitment is defined as an emotional attachment of individuals with their organizations (Allen and Meyer, 1991). Be that as it may, the wistful confirmation is esteemed as the main component of "hierarchical responsibility" which makes a certifiable state of mind than less dedicated specialists (Jaramillo, Mulki and Marshall, 2005; Harrison, Newman and Roth, 2006).

The nostalgic commitment approach is slanted by dependability, fairness, yield, objective clearness, objective endeavoring, work challenge, interest, peer union, individual significance, part lucidity and openness by administration in various settings. In any case, it is still absence of confirmations that have been examined in Pakistan. To fill this hole, the present examination proposes the examination of full of feeling responsibility through dispositional affectivity (positive and negative). In view of that elements, following model (Figure I) has proposed by the scientists.

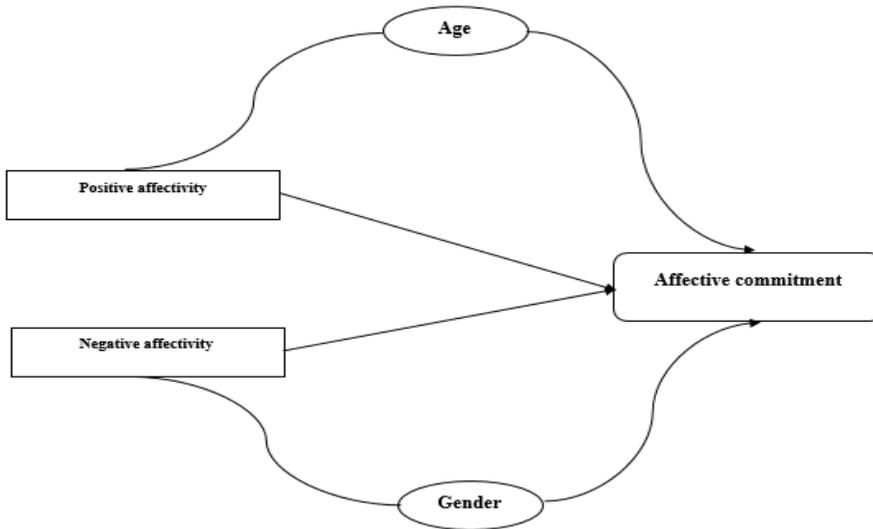


Figure 1. Conceptual model developed by the researchers

The dispositional traits are consisted of positive and negative affectivity (PA and NA). These traits are also famous as personality traits Judge; Martocchio and Thoresen (1997). Such traits are hold reliable and stable modes of actions, thinking and sensitivity of individuals' to set their goals or frameworks for assessing tasks which have been set earlier (Judge et al., 1997).

From empirical and theoretical point of view such traits (positive and negative affectivity) have remained consistent and stable through the passage of time (Watson, Clark and Tellegen, 1988). Some movements, negative affectivity has remained in correlation with trait anxiety and neuroticism (George, 1992; Schaubroeck, Ganster and Kemmerer, 1996). Regarding the same aspect of negative affectivity, Watson et al. (1988) underlined that people who hold abnormal amounts of contrary affectivity are arranged to fear, apprehension, slight, bitterness, disturb, enthusiastic condition of outrage, and anxiety. On the other side, the persons who possess inclination in the direction of constructive affectivity are more enthusiastic and alert (Watson et al., 1988).

In the literature shows that affective organizational commitment is positively and significantly influenced by big five personality constructs (Wu and Norman, 2006; Vandenberghe and Tremblay, 2008; Suki and Suki, 2011; Panaccio and Vandenberghe, 2012; Joo et al., 2012).

In the literature it is observed that a slight exploration has concentrated on the association among dispositional characters (positive and negative

affectivity) as well as affective commitment in different regions. In other words, the personality trait that is consisted on positive and negative affectivity is not yet tested with affective commitment especially in Pakistani context. On the basis of consideration of shortage of investigation of dispositional traits towards affective commitment, the researchers formulated the following hypotheses for investigation.

H1. Positive affectivity (Dispositional trait) positively and significantly relates to affective commitment.

H2. Negative Affectivity (Dispositional trait) negatively and significantly relate to affective commitment.

4. Research Methodology

The present study is a cross-sectional study the random technique was used to collect the information from medical doctors of public health sector of Sindh.

4.1 Data collection procedure and sample size

The data was gathered through a survey questionnaire. Such questionnaire was adapted from field literature. The random technique of data collected was adopted during the whole data and collected through personal visit, Pakistan post and TCS limited services. Before distribution of survey questionnaires, the consent of the participant was ensured for the voluntary participation and assurance of confidentiality and secrecy. The 1000 was distributed. From them, 436 surveys were returned. The response rate was 43%.

4.2 Measurement scales

Affective commitment: This factor was measured on 6 items adapted from the Meyer, Allen and Smith (1993). This tool was already applied by Panaccio and Vandenberghe (2012) for examining organizational commitment among the employees. The items of questionnaire were on five-point Likert Scale where 1= strongly disagree, 2=disagree, 3= neutral, 4= agree and 5= strongly agree.

Dispositional Traits : Positive and negative affectivity (PA/NA).This scale developed by Watson, Clark, and Tellegen's (1988) Positive and Negative Affect Schedule ten each positive and negative items to assess state affect. A 5-point Likert scale for these items where 1= strongly disagree, 2=disagree, 3= neutral, 4= agree and 5= strongly agree was used.

5. Data Analysis and Results

For the present study the researchers applied the Statistical Package for Social Science (SPSS) version 21.0 for windows for data analysis.

5.1 Demographic classification of respondents

The characteristic detail of the interviewees of present study like gender, conjugal status, age, education level, job experience and number of dependents beforehand were raised in the structured study questionnaire.

The demographic variables such as education level, marital status, gender, age, previous job experiences and number of dependents were added to questionnaire along with dependent and independent variables. The demography highlights that 72 % (n=293) were males and 27% (n=111) were females. A majority of respondents were 21-30 years of age, 78% were married, 73% were head of family to which household is depending. A majority (82%) doctors were MBBS degree. 43% had previous job experience. Moreover, for more detail see (Table. I)

Table I. Demographic Classification of Participants N=404

<i>Demographic</i>	<i>Category</i>	<i>Frequencies</i>
Gender	Male	293
	Female	111
Age	Less than 21	3
	21-30	232
	31-40	119
	41-50	32
	51-60	18
Marital status	Married	315
	Single	77
	Divorced/Widowed	12
Education level	MBBS	332
	FCPS	38
	FRCS	8
	MD	5
	MS	14
	Other	7
Number of dependents	1-2	151
	3-4	121
	5-6	70
	7+	1
	None	61
	> 1 year	59
	1-5 years	176
		67

Job experience	6-10 years	37
	11-15 years	36
	16-20 years	29
	21 and more	

5.2 Data cleaning and screening

After entry of data in SPSS sprit sheet the researchers confirmed the missing data by applying the missing value analysis (Hair et al., 2006). There was no any serious problem was found regarding the missing of data. Furthermore, the outliers (univariate and multivariate) were confirmed through a Box plot and Mahlonobis distance (D^2/df) (degree of freedom). As a result, some samples were seemed with circle which symbolize Mild-Outliers score which is more than 1.5IQR for whole factors. On the other hand, some cases was appeared with star (asterisk) they called Extreme-Outliers score which are more than 3IQR (Hair et al., 2006). Consequently, 32 samples were deleted due to not fulfilment of the suggested values of outliers. While, 404 valid samples were utilized for the further analysis. Moreover, after data cleaning, the data screening was performed by assuring the normality, linearity and homogeneity of the data.

5.3 Descriptive statistics and reliability assessment

The Descriptive statistics was confirmed to examine the range of Likert scale through the response of the respondents. The mean scores were noted in between 2.78 to 3.74. While the scores of Standard deviation were noticed as 1.26 to 1.40 (Table. II). Furthermore, the overall reliability (consistency) among items was found .87 that is considered as excellent (George and Mallery, 2003). Whereas, the reliability of individual's factor was remained satisfactory (Table. II).

Table II. Descriptive statistics and reliability of individual's factors N=404

S.No	Variables	M	SD	A
1	Affective commitment	3.74	1.40	.88
2	Positive affectivity	3.25	1.79	.78
3	Negative affectivity	2.78	1.26	.82

Note: M=mean, SD=standard deviation, α = Cronbach's alpha reliability

5.4 Hypotheses testing

The hypotheses were tested through Pearson's correlation and multiple regression analysis. For the first hypothesis, the weights of Pearson's correlation and regression ($r=.432^{**}$ $\beta =.478^{**}$; $p < .01$) (Table. III and IV) showed that there is positive and significant relationship between positive affectivity and affective commitment. Thus, hypothesis 1 was supported. In the similar manner, with regard to second hypothesis, the weights of Pearson's' correlation and regressions ($r=.386^{**}$ $\beta =.371^{**}$; $p < .01$) (Table. III and IV) pointed out a significant and positive association between negative affectivity and affective commitment. Therefore, hypothesis 2 was not accepted.

Table III. Pearson's correlation

Variables	1	2	3	4	5
1 AFCO	---				
2 POAF	.432**	---			
3 NEAF	.386**	.314**	---		
5 Age	.241*	.340**	.120	.293*	---
6 Gender	.325**	.234*	.376**	.321**	.210*

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

* . "Correlation is significant at the 0.05 level (2-tailed)".

Note: AFCO=affective commitment, POAF=positive affectivity, NEAF=Negative affectivity.

Table IV. Multiple regression analysis

Control and Independent Variables	Dependent Variable <i>Affective commitment</i> β
Positive affectivity	.478**
Negative affectivity	.371**
Age	.243*

Gender	.365**
F value	26.069**
R ²	.288
Adjusted R ²	.277

Note: p* < 0.10; p** < 0.05

6. Discussion and Conclusion

As a matter of fact, at the moment, the employees are grappled with increasing sense of life-long unemployment. The frequently changing jobs is increasing that consequently mars the relationship between employer and employee in the organizations. For developing commitment among the employees is a major problem of every organization. Therefore, keeping in view aforesaid situation, the present study proposes the closely scrutinized factors that are responsible for developing direly needed commitment in the health sector of Pakistan so that the demand is fulfilled. For that a conceptual framework was developed in which affective commitment was shown as dependent variable while the dispositional affectivity (positive and negative) was taken as an independent variable along with the demographic variable i-e age and gender.

For proving that, a survey questionnaire was developed from the literature of the relevant studies of the well-known scholars. The data was gathered from public health sector doctors of Pakistan. During the myriad personal visits paid for data collection the researcher faced a lot of difficulties and targeting or approaching the respondents (doctors) turned out to be an uphill task since they had so much busy schedules. The data took a lot of time in collection and finally the researchers succeeded in collection of 436 numbers with the response being at rate of 43%.

With regard to cleaning and screening of data the researchers were able to detect 32 missing cases or outliers (univariate and multivariate). This happened, perhaps, owing to the busy schedule and the paucity of time that the respondents did not more concentrate on the options of the questionnaire or consciously did not want to respond those items.

The overall reliability or internal consistence of the survey questionnaire was noted as 0.87 that is considered excellent. However, the consistency of the individual factors was also satisfactory. Furthermore, the

values of descriptive statistics such as mean and standard deviation remained within the range of five point Likert scale.

As far the hypothesis testing, there is a significant and positive association between affective commitment and positive affectivity (H1). For that, outcomes of Pearson's correlation and regression confirmed the positive and significant relationship between them. These positive results are consistent with Suki and Suki (2011), Panaccio and Vandenberghe (2012) and Joo; Yoon; and Jeung; (2012). These positive results may reflect that the dispositional traits are good predictors of developing affective commitment within the doctors or health sector of Pakistan.

In the same manner, the results of the second hypothesis (H2) disclosed also a positive and significant correlation between negative affectivity and affective commitment. These results also match the previous studies of Panaccio and Vandenberghe (2012) and Joo et al. (2012) who were detected positive and negative relationship between negative affectivity and affective commitment, hence very dependable. On the other hand, these results are in contradiction to the findings of various other scholars such as Wu and Norman (2006); Vandenberghe and Tremblay (2008). In this regard, the positive results of the present study reveal that dispositional traits are good indicators of the affective commitment. In addition, demographic variable such as age and gender are also predictors of the affective commitment.

In conclusion, results demonstrate and prove that there is an encouraging as well as substantial connection between dispositional traits (positive and negative affectivity) and sentimental assurance. In other words, in the public health sector of Pakistan the dispositional traits are the best appliances for the development of the affective commitment among the doctors. This may happened that the dispositional traits (PA/NA) are associated with the consistent ways of acting and thinking to be committed with the organizations in Pakistan. It may also be possible that the organizations have positive attitude and behavior with their employees in terms of the provision of basic facilities and benefits. This study may be a better guideline for planners, policy agents and public health sector for developing more commitment among the employees. Particularly, it offers a pathway which guide as to how to generate commitment among the medical related individuals. Potentially, it will be quite helpful to the management and those who are one way or the other the part and parcel of HR and the organizational behavior that aims to study the employee commitment within their organizations. Furthermore, it may show to be advices for Pakistan for improving organizations through up gradation of such factors which are really predict the organizational commitment among the employees. Finally, it may

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