

Research Paper

Organizational Commitment to Change, Goal Orientation, Organizational Orientation and Tolerance of Ambiguity in Private Sector Employees

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ABSTRACT

The purpose of this paper is to examine organizational commitment to change in relation to employees' tolerance of ambiguity, goal orientation and organizational orientation in a private sector. Specifically, it investigates the effects of each dimension of organizational commitment to change in different facets of employee experiences at workplace and how these effects impact individuals' job outcomes. The paper utilized an online survey to collect data from 311 private sector employees from IT and Non-IT fields excluding customer support executives and banking sector employees. The demographic details included basic questions of age, gender organizational designation along with the prominent questions that were analyzed for the study, like experience, working hours and organizational type. This study used four questionnaires, namely, Commitment to Organizational Change: Extension of a Three-Component Model Lynne Herscovitch and John P. Meyer with point Likert Scale. The components are Affective Commitment, Continuous Commitment and Normative Commitment, Tolerance of Ambiguity Scale by Budner (1962) with seven Likert scale, McCroskey, J. C., Richmond, V. P., Johnson, A. D., & Smith, H. T. Organizational orientations theory and measurement with a five point Likert scale and The Vandewalle Goal Orientation Scale with three dimensions of Master Approach, Performance Approach and Performance Avoidance. The results indicate that with higher organizational orientation in upward mobility, higher goal orientation in dimensions of performance approach and performance avoidance and higher tolerance of ambiguity when related to three components of organizational commitment employees working for 5 – 8 hours in IT and Non – IT sector show greater commitment to change in organizations irrespective of the experience, gender and organizational designation compared to employees working up to 9 - 12 hours every day.

Keywords: *Commitment to Change, Goal Orientation, Organizational Orientation, Ambiguity, Tolerance, Job Role, Private Sector Employees, Young Adult Employees, Working Hours, Organizational Type, Gender, Correlation, Between Groups*

Commitment is what keeps you going. Jim Rohn spoke about how motivation and commitment in his personality development books and also in his motivational speeches. Commitment is a domain of responsibility that an employee has towards

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the mission and direction of an organization. It refers to employees' psychological attachment towards their organization. Commitment is concept that has been in to research since last twenty years now. Especially in the field of psychology, researchers is one of the most important concepts that has been studied within the organizational field (Klein, Molloy, & Cooper, 2009), and it is psychologically constructed that commitment is a characteristic that correlates to fundamental principles and individual's personality helping in the development of both, individual and organization. There are many theories and researches that prove and debate about commitment being a multidimensional facet and that there are factors and influences that keep changing in various dimensions. This is based on the high number of researches and studies supporting the impact it has on both, individual and organizational. The outcomes and results of the relationship between commitment and employee can reflect in various aspects such as turnover, motivation, and in-role and extra-role performance (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Meyer et al., 2004; Mowday, 1998).

Commitment is a force that guides a course of action towards one or more targets (Meyer, 2002). The multidimensional concept used in identifying and measuring the level of commitment is taken into consideration (Meyer J P and Allen N, 1997). Affective Commitment measures traits of employee's identification, emotional behavior, involvement with their organization. Continuance Commitment measures traits of commitment based on the value associated their organization. Normative Commitment measures traits of responsibility for their role and their interest to sustain in the organization. Each one of these components can be explained as emotional attachment, employee analysis on leaving the organization, perceived obligation to remain with the organization.

The idea of understanding the reasons behind lack of long-term association with any organization in young adults of private sector can improve based on goal orientation, organizational orientation and tolerance of ambiguity.

This study is focused on the private organizations in India, mostly Hyderabad:

- To identify, Organizational Commitment to change of employees influenced by Affective, Continuance and Normative type of commitments.
- To identify, Organizational orientation that influences organizational commitment to change of employees, either in affective, continuance or normative type of commitments.
- To identify, Tolerance of ambiguity influences in organizational commitment to change of employees, either in affective, continuance or normative type of commitments.
- To identify, goal orientation influencing organizational commitment to change of employees, either in affective, continuance or normative type of commitments.

The concept of Three - Component Model of Organizational Commitment combines together the employee's behavior in organizations

- Affective Commitment refers to the employee's emotional behavior, identification, attachment and involvement with their organization.
- Continuance Commitment refers to the employee's commitment based on the value associated their organization.

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- Normative Commitment refers to the employee's responsibility for the job and thus makes them stay with the same organization.

LITERATURE REVIEW

Organizational Commitment to Change

On these similar terms, data was collected from a non-profit organization from young employees between ages 25-30, both male and female where 191 responses were obtained from researches Janet Turner and Susan Cadwallader. The results showed difference in employees where their commitment changes with their vision, motivation given and the influence of autonomy is varying. Their commitment to change in that organization was varying as per their orientation. In another study conducted by Jelena Culbrk.et.al, where data was collected from 566 employees from 8 different companies of Serbia, it revealed that organizational commitment to change is moderately affected by the level of motivation and involvement employees feel in the organization. There was a study by Karen Beck and Carlene Wilson who conducted a research on 496 young police officers, both male and female, of Australia being interns who were appearing for masters in various universities proved that there is a lack of commitment to change when they are not given a structure orientation on their job role. The study proved that culture and structure must be given more importance for increasing commitment levels in employees. A similar study in Malaysia conducted by Shankar Chellaiah et. al, focusing on young SMEs of an organization studied the relationship between organizational commitments of employees influenced by the level of job satisfaction, involvement and perceived organizational support. Zachary A. Mercurio, another researcher tried to answer the question of "What are the predictors of high levels of affective commitment?"

This research was a review on the major predictors of organizational citizenship, turnover and absenteeism behaviors affecting the construct of organizational commitment where goal orientation, tolerance of ambiguity and organizational orientation. There was similar study conducted by Kanika Sofat et. al, on 400 employees from ages 28-38 of northern India in IT sector specifically, where focus was mainly to understand the levers of change undertaken were examining employees' perception, commitment and involvement. The result of this study states that at situations when changes were managed effectively by managers in organizations commitment was always higher in employees in private sector.

Goal Orientation

An individuals' attention towards a goal or an objective will relate to the orientation of the subject or task that they were given or have. This orientation will form a framework for them to act and react according to the interpretation of situations and results that can be gained. Individuals relate goal attainment in two methods: mastery and performance orientation (Latham, 2007). The motive to learn and attempt distinguish these two goal methods that individuals have. Mastery oriented goals make individuals more competitive and principle based while performance-oriented individuals have skills that can demonstrate, present and portray their level of relativity to situations and other individuals. In an organization, individuals can be distinguished by observing the perception of the employee, when certain instructions are given to them, generally. After the research by Christina Nerstad and Andres Dysvik on Goal Orientations's scale and study given by Vandewelle in 2019, there were studies that based their results on various other variables that can help in analyzing their importance in organizations when compared with goal orientation. Recently in 2018, Sigrid Wimmer et. al, has conducted a research on how lower levels of Goal

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orientation plays a role in employees and their low levels approach towards tasks and lack of self-motivation. In the same lines but with a twin variable, Gerard Seijtis et. al, studied the importance in understanding the difference between goal setting and goal variable. In this research the results were observed to have a moderate connection and correlation between employees having higher level of goal orientation had the tendency to perform better and was clear in setting their goals.

Olusola O. Adesope, a researcher pursuing her PhD, studied level goal orientation in a digitalized setup where employees had to work online or remotely, away from the work location and their teams. In this study, it was observed that work avoidance goal was marked negatively by more than 80 percent of the responders in the sample proving that goal orientation and self-motivation correlate in this instance. In a study from 2003, Birgin Snipath collected data from employees from Bulgaria, where goal orientation was an independent variable observed the effects of self-concept and failure perception towards it. Employees who have negative levels of failure perception and lower self- concept were observed to have less goal orientation and vice-versa.

Ingrid C. Chadwick and Rana Laver in their 2003 study on goal orientation and organizational Learning explained how mastery- and performance-oriented norms emerge in work groups and influence information interpretation and integration.

Tolerance of Ambiguity

There are number of researches that prove tolerance of ambiguity to be a personality trait. In few researches this variable was proven to be a cognitive process and perceptual distinguisher from person to person. Budner, in 1962, identified this to be an emotional tendency experienced by individuals where they faced situations that were threatening and extremely desirable. In his study about ambiguity, he founded that there are three types of ambiguous situations that individuals face. They are:

1. Novelty (completely new situations with no familiar patterns).
2. Complexity (overly complex situations with too many patterns).
3. Insolubility (contradictory situations with patterns that lead to mutually exclusive structures).

In a similar study to where tolerance of ambiguity is treated as a trait of individual's personality like how organizational commitment is treated as one of the personality trait in our previous discussion of the variable, it was found that creativity and ambiguity have many similar grounds, notions and perceptions that go along with each other. Jeffrey L. Herman's review on extending the consistency on ambiguity is an improved factor of understanding how ambiguity positively correlates to performance in the global work environment. Adrian Furnham, Joseph Marks also studied the recent literature on understanding the level and degree of ambiguity.

The perception, reaction and resistance to these three types can determine an individual's degree of ambiguity and tolerance to it. In one of researches by David L McClain et.al, on generally employed whether as interns of fulltime, young sample, their ambiguity tolerance was studied and results came out with evidence that a moderator of motivation and job orientation can reduce ambiguity and govern the degree of conflict experienced. In another study by Jason Hancock and Karen Mattick, conducted on young doctors of age ranging

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from 28 to 38, explained that tolerance of ambiguity is related to psychological well-being and stress management techniques in situations they face in their hospitals.

In organizations where there is higher rate of motivation, involvement and job satisfaction. Another research by Naeira Ebrahim Mohmoud et. al, has studied the importance of ambiguity in employees between the age range of 25-30 in digital marketing (specifically creative jobs). It was found that there is a significant correlation between students' creative thinking abilities and their tolerance for ambiguity. Another similar research was conducted on 80 IT Greek CEOs, whose tolerance of ambiguity was observed to be high when they have a sense of involvement, organizational citizenship and higher commitment towards their job. In 2008, Corneliu Montaneau studied tolerance of ambiguity and its degree of variance among managers between the age range of 30-40 in which significant changes in their degree of tolerance of ambiguity was found in employees who were managers between the age of 30-35 (107 responses) than the ones of 35-40. In a different perspective but on the similar age group, Nathan Benett et. al, has conducted a research on how youngsters act and think towards a feedback seeking behavior when their tolerance of ambiguity is low.

Organization Orientation

Presthus (1958) observed that people in organizations and their behavior was influenced and driven by the experiences and conversations that were made at the time of work. He viewed that there are three types of understanding to these behaviors and eventual changes. They are upward mobility, ambivalent and indifferent.

Employees who have a procedure-oriented approach and a strong affinity for their workplace believe to goals that comes in line with the regulatory norms and principles of the organization. Their willingness and interest towards the development of the organization with extreme dedication categorize them to upward mobility orientation. On the other hand, employees with less interest and minimal understanding of principles, regulations and culture of the organization tend to complete the tasks given, prepare themselves for the day-to-day roles and wait for their wages. They are employees, who work to live and are indifferent towards their organization. Though creative in nature, high on ambivalence employees are very anxious and moody.

They find it difficult to adapt to circumstances in an organizations where deadlines, targets and results are spoken about on a continuous basis. These employees do not feel like a part.

Joseph E. Mroz et. al, in his research paper on how organizations need orientation and the importance of orientation observed that higher orientation about the organization in employees sets a stage for success and also an understanding of the failure. In another study by Kawrence L. March, with Organizational loyalty, peer loyalty and professional identification predictors, orientation in organizations (here in a hospital), was observed in young employees. The results stated that higher orientation about the job role and organization, their peer loyalty and organizational loyalty were high.

In a study where employee orientation on organization was published where performance and customer orientation by Junfeg Zhang in the Journal of Organizational Business Ethics, sample was collected from 103 different subsidiaries of Chinese young nationals in various foreign countries to understand how higher organizational orientation helped them perform

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in a better way so as to overcome other difficulties that included language, culture and obligatory perceptions.

In 2017, Hanuv Mann et. al, studied that higher organizational orientation and higher peer loyalty will help in making young employees perform for a sustainable environment in an organizations that is completely product based. The needs of the organization are better communicated when employees are given deeper orientation.

In no other research conducted previously, these four variables and their effects on each other were studied. The importance and influence of higher goal orientation, organizational orientation and tolerance of ambiguity can have a positive effect on organizational commitment to change in employees, was studied and in three major variables, this was observed and proved from the data collected in this research conducted in young adults.

METHODOLOGY

Sample

Non-probability purposive sampling technique was used to select the sample for the study. The sample consisted of 311 employees from private sector working in various locations across India.

Demographic Details

In this study we have included participant's age, gender, working hours, experience, income range, organizational type and organizational designation as main criteria in our sample of demographics.

Selection Criteria for Employees:

Private sector employees include IT, non- IT, Education, Manufacturing, Human Resources, Design and Health. There are organizations, Multi-National companies, educational institutions and hospitals in which employees have been working. There is no specific criteria taken in the type of organization because an individual's professional qualification, interest and passion play a prominent role in what, where and how they choose to work.

Inclusion Criteria for Employees:

1. Employees who are both, graduates and post-graduates.
2. Employees from every profession without any specific limit on designation or work.
3. Employees across India.
4. Employees from all socio-economic backgrounds.

Exclusion Criteria:

1. Public Sector employees, bank employees, Customer Service Executives are excluded.

Sample Description

A detailed description of demographic details of the sample with employees belonging to private sector organizations is listed below.

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Instruments

Demographic Details & Information Schedule: The participants were asked to fill in the information schedule which asked them about their gender, income range, designation, experience and type of organization.

Commitment to Organizational Change (Part 1): The scale consists of 18 items which was Commitment to Organizational Change: Extension of a Three-Component Model Lynne Herscovitch and John P. Meyer. All the items have five response choices i.e. (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree.

Three components in this scale measure the level of commitment at three different levels and circumstances faced in an organization by an individual. The change an individual faces or comes across as per this questionnaire could be managerial, administrative and parallel. Each dimension has six statements to rate accordingly which are obtained by adding individual items and five (on a whole of all three dimensions) need reverse scoring. Higher scores indicate higher levels in each subscale. The total of this scale score is obtained by adding the scores of each dimension.

Organizational Orientation – Upward Mobile Orientation Measure (Part 2): This is a scale with three major dimensions invented by James McCroskey in 2003. This questionnaire is designed to measure the degree to which an individual employs one or more of these orientations as a motivating factor to work in an organization. The first dimension with 18 with five Likert scale, questions that measure level of orientation and how an individual is picked up, motivated, appreciated and appraised in an organizational setup with a positive attitude and spirit of competition.

Tolerance of Ambiguity Scale: This is a 16-item scale developed by Budner. It is a 7-point Likert scale approach ranging from Strongly Disagree (1), Disagree (2) Slightly Disagree (3), Neither Agree nor Disagree (4), Slightly Agree (5), Agree (6) and Strongly Agree (7), to identify a pattern in individuals who showed positive accomplishments in a role involving ambiguity. The higher the score in the survey, the more tolerance to ambiguity were indicated.

Goal Orientation Scale: This is a 12-item scale developed by Vandewalle in 1997. This scale measures and encompasses the desire to gain favorable judgments about one's ability, desire to avoid unfavorable judgments. Hence, this scale gives us both, proving and avoiding attributes helping us understand the level of goal orientation effecting an individual commitment to change.

Procedure

After a thorough study and guidance, these measures were selected, the researcher sent the questionnaires to employees from various locations and organizations. The researcher also put up a portal solely for this purpose and collected data from employees

Employees showed keen interest in understanding the basic idea of this study hence the first part of questionnaire had a minimal and basic information on what this study is about. They were made aware that their participation in the study was purely voluntary and were also assured that confidentiality would be maintained through-out the study. Those who agreed to

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participate in the study were requested to sign an Informed Consent in the first part of the questionnaire.

The researcher mentioned instructions about the questionnaires to employees separately for each questionnaire before they start answering. The time that could be taken on an average to answer the entire questionnaire was also mentioned clearly before each part. The data collected was then coded, entered in SPSS and statistically analysed. The procedure that was followed is presented in the form of a flowchart.

Data Analysis

After the data was collected, the responses were coded and entered in SPSS. Descriptive statistics such as mean and standard deviations for the variables were computed. After a Pearson product correlation test, Independent samples t-test was used to determine gender differences among the private sector employees (male and female) with respect to their organizational commitment to change with its dimensions of affective commitment, continuous commitment and normative commitment in comparison with organizational orientation, goal orientation with master approach, performance approach and performance avoidance as dimensions and tolerance of ambiguity.

The gathered data of this study were analyzed using the independent sample t-test and Pearson product moment correlation using the Statistical Package for Social Sciences (SPSS) version.

Independent sample t-test was used to analyze the gender, working hours, type organization private sector employees work in the dimensions of organizational commitment to change (affective commitment, continuous commitment and normative commitment) with organizational orientation, tolerance of ambiguity and goal orientation (master approach, performance approach and performance avoidance). Pearson product moment correlation was used to determine the relationship between organizational commitment to change (affective commitment, continuous commitment and normative commitment) with organizational orientation, tolerance of ambiguity and goal orientation.

RESULTS

Table 1: Mean, Standard deviation and t-values of private sector employees working in IT and Non-IT sectors' organizational commitment to change (affective commitment, continuous commitment and normative commitment) with organizational orientation, tolerance of ambiguity and goal orientation in relation with gender (male and female) of the employee

Variable Studied	Male N = 151		Female N = 160		t Value
	Mean	SD	Mean	SD	
Affective Commitment	20.66	4.334	20.27	3.851	-2.839
Continuous Commitment	19.89	6.100	18.63	6.194	-2.025
Normative Commitment	20.54	4.538	20.27	4.554	-.688
Organizational Orientation	72.01	11.393	73.42	9.387	-1.821
Tolerance of Ambiguity	83.81	13.916	85.08	12.562	-3.246
Master Approach	20.08	3.827	20.43	3.443	-1.102
Performance Approach	15.62	4.503	16.74	4.296	-3.288*
Performance Avoidance	17.30	4.097	17.90	3.742	-1.722

Note: **t is significant at 0.01 level (1-tailed); *t is significant at 0.05 level (2-tailed)

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Table 1 reveals that there was significant difference in goal orientation's performance Approach dimension ($t = -3.288$ $p < 0.05$; $M = 4.503$) of both the genders with respect to private sector employees in their commitment to change when associated with higher organizational orientation, tolerance of ambiguity and goal orientation. As it is clearly evident from the mean scores show similarities in how male employees have higher commitment towards their organization than female employees. In other dimensions, the difference is not significant rather same.

Table 1 also depicts that this similarity of genders based on variables like commitment, orientation and ambiguity can be seen in slight difference without much significance in every dimension. This implies that employees are aware of situation and act accordingly with commitment towards their organization irrespective of their gender.

Table 1 also shows that there were no significant differences found in the other dimensions as mentioned previously, which can be clearly observed in the figures.

Table 2: Mean, Standard deviation and t-values of private sector employees working in IT and Non-IT sectors' organizational commitment to change (affective commitment, continuous commitment and normative commitment) with organizational orientation, tolerance of ambiguity and goal orientation in relation with organizational type the employee is working in.

Variable Studied	IT N = 112		Non - IT N = 199		t Value
	Mean	SD	Mean	SD	
Affective Commitment	20.55	4.282	20.41	3.989	.762
Continuous Commitment	19.14	5.823	19.30	6.372	.828
Normative Commitment	20.13	4.472	20.56	4.583	.421
OrganizationalOrientation	72.21	9.403	73.03	10.957	.511
Tolerance ofAmbiguity	84.20	12.175	84.61	13.816	.790
Master Approach	20.31	3.792	20.23	3.550	.841
Performance Approach	16.21	4.201	16.19	4.558	.957
PerformanceAvoidance	17.30	4.115	17.78	3.811	.301

Note: ****t** is significant at 0.01 level (2-tailed); ***t** is significant at 0.05 level (2-tailed)

Table 2 depicts no significance in any dimension of variables. It shows that employees of private sector do not have a significant effect in their level commitment towards a change occurred in the organization they are working, with higher or lower levels of goal orientation, organizational orientation and tolerance of ambiguity. Their approach and intent to organizational commitment does not change or fluctuate with these dimensions. This shows that employees working in IT, have a similar level of commitment when compared to employees working in the non-IT sector. Though there is no significant difference observed between employees of two organizational types, the figures in the table show a varying number in all dimensions where the level of affective commitment, continuous commitment and normative commitment are different with a least difference. In Table 2, we also observe that employees working in the non-IT sector with higher organizational orientation and tolerance of ambiguity have higher continuous commitment to change when compared with employees working in the IT sector.

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Table 3: Mean, Standard deviation and t-values of private sector employees working in IT and Non-IT sectors' organizational commitment to change with organizational orientation, tolerance of ambiguity and goal orientation in relation with working hours of the employee

Variable Studied	8 hours -10 hours N = 136		5 hours - 8 hours N = 175		t Value
	Mean	SD	Mean	SD	
Affective Commitment	19.89	3.399	21.20	4.750	2.839*
Continuous Commitment	18.62	5.925	20.04	6.407	2.025*
Normative Commitment	20.25	4.066	20.60	5.097	.688
Organizational Orientation	71.79	10.979	73.95	9.546	1.821
Tolerance of Ambiguity	82.35	13.058	87.18	12.997	3.246**
Master Approach	20.06	3.757	20.51	3.464	-1.102
Performance Approach	15.48	4.223	17.12	4.525	3.288**
Performance Avoidance	17.27	3.850	18.04	3.989	1.722

Note: **t is significant at 0.01 level (2-tailed) ; *t is significant at 0.05 level (2-tailed)

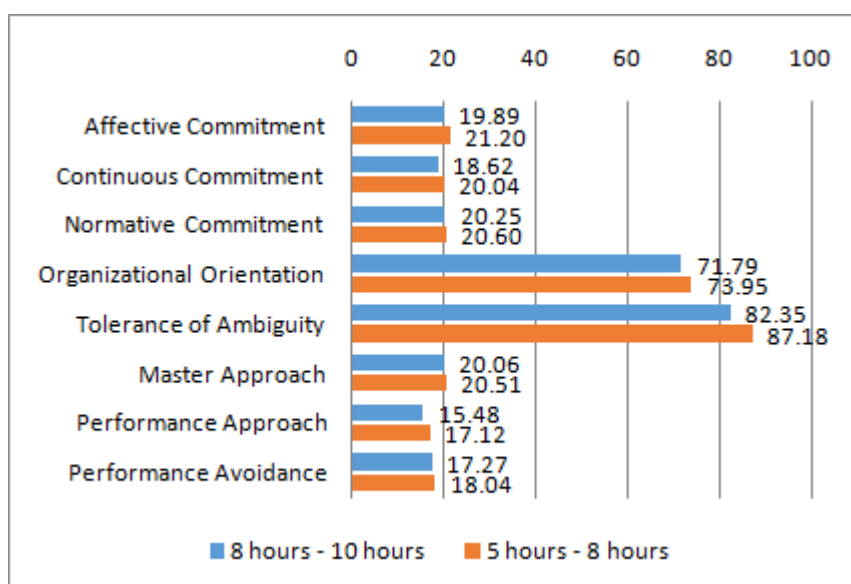


Figure 3: Bar graph depicting the Mean, Standard deviation and t-values of private sector employees working in IT and Non-IT sectors' organizational commitment to change (affective commitment, continuous commitment and normative commitment) with organizational orientation, tolerance of ambiguity and goal orientation in relation with working hours of the employee.

Table 3 depicts that there is a significant difference between three dimensions when an employee's organizational commitment to change is compared with their tolerance for ambiguity ($t= 3.26$). This shows that employees' have a higher level of tolerance towards ambiguity and also have higher levels of commitment towards change.

Table 3 also depicts that there is a significant difference in the levels of employee's conception in its continuous commitment dimension can be high when other variables are high with respect to working hours being low ($t = 2.025$).

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Table 3 also depicts that there is significance difference between affective commitment towards organizational change with higher levels of goal orientation and ambiguity and organizational orientation, there is a positive commitment to organizational change. Table 3 also shows that there is a significant difference seen between employee performance approaches ($t=3.29$) among people who work for 5-8 hours and have higher levels of organizational commitment towards change when goal orientation is high.

Table 4: Correlation table of organizational commitment to change and its dimensions, goal orientation in terms of its dimensions, organizational orientation and tolerance of ambiguity.

Variables Studied	ORGLOR	AMBIGUITY	GOAL ORIENTATION		
			MASTER	APPROACH	AVOID
AFFECTCH	**0.211	**0.31	0.02	0.49**	0.42**
CONCOM	.135*	.291**	-.044	.419**	.416**
NORMCOM	**0.308	**0.447	.094	**0.436	**0.472
ORGLOR		**0.661	**0.628	**0.193	**0.449
AMBIGUITY			**0.489	**0.419	**0.569

Note: ** Correlation is significant at 0.01 level (2-tailed); * Correlation is significant at level (2-tailed)

AFFECTCH – Affective Commitment to Change

CONCOM – Continuous Commitment to Change

NORMCOM – Normative Commitment to Change

ORGLOR – Organizational Orientation

AMBIGUITY – Tolerance of Ambiguity

Table 5 indicated that there was a significant positive correlation between the employees' organizational commitment to change when compared with organizational orientation, goal orientation and tolerance of ambiguity. In other words, higher the level of organizational orientation, goal orientation and tolerance of ambiguity show higher level of commitment to change in organizations.

Table 5 also indicates that there is no significant correlation between dimension of master approach in employees with respect to their organizational commitment to change.

DISCUSSION

The aim of this study is to show that Organizational Commitment to Change is positively affected and higher when goal orientation, organizational orientation and tolerance of ambiguity are higher in employees. This is an analysis of employees that are in the age range of 23 to 35. Irrespective of gender, there is a preconceived notion in the minds of the employers that young adults and middle adults lack organizational commitment because of their continuous increase of wants and needs. In this study, data was collected from male and female employees of private sector working in various profiles with a differed salary range and designation. This study was an analysis and appeals that employees of this age range show a positive commitment to change in their organization when goal orientation, organization orientation and tolerance of ambiguity are higher. The results clearly stated and proved all three hypotheses to be true.

The results of this study are similar to a study conducted by Shu Chi Lin and Jung-nung Chang in 2005 in their Goal orientation and organizational commitment as explanatory factors of employees' mobility. In this study data was collected from a target based financial

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company based out of Taiwan from the age group of 25 years to 35 years adults, both male and female. In this comparative longitudinal study, employees have shown a positive effect in organizational commitment and towards the change in the organizations when their upward mobility and goals were more clearer than from those employees who did not have a clear orientation on goal and no encouragement from organization's end in orienting about the organization and its functioning.

In another study by Kleanthis Katsaros and Christos Nicolaidis conducted on Greek's youngest CEOs found that there is an influence of tolerance of ambiguity level on the commitment to change that individuals exhibit and act in situations. This study was published in the year 2011, where the higher job satisfaction and higher tolerance of ambiguity showed higher level or can be stated as significant level of increase in organizational commitment to change. This related to the results of our study as the results of our study indicate similar results and findings as the higher level of tolerance for ambiguity when compared showed higher levels of commitment to change in affective and normative sections.

The present study sought to find a connection between organizational commitments to change with the other three variables used for understanding the employee's perception. Goal orientation, organizational orientation and tolerance of ambiguity, individually also are connected and related as there are findings that state and prove that they influence each other in both, positive and negative way. We did find a positive connection in this study. The study has certain limitations, some of which are discussed here.

Firstly, it does not probe the possibility of there being gender differences between male and female employees with respect to commitment which can be proven otherwise and secondly, it does not take into account the factors of job roles and work designation when studying the commitment level in the organization on any of the three variables. Recommendations that can be made for future studies that may be carried out on goal orientation, organizational orientation and tolerance of ambiguity are to factor in the effects of age and seniority, as well as the salary range of an employee in an organization when their commitment towards change is being studied.

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Conflict of Interest

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