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Organizational Climate – Employees' perception towards the Role Clarity

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Abstract

Organizational climate is defined as how employees perceive organizations' internal functions like decision-making and rule-setting in the workplace. Organizational climate is a function of person and his interaction with the organizational environment. The employees' perception towards their role clarity is affected from the organizational climate. The main objective of this study is to explore the employees' perception towards the role clarity under the organizational climate. The study was conducted among the 400 employees of private college running in Chitwan and Kathmandu district. Simple random sampling techniques were used to select the respondents. The study had adopted the standard instruments developed Furnham & Goodstein (psychologists), 1997. The indicators of role clarity have covered the knowledge of - goals and objectives of job, priorities at work, job responsibilities, expected outcomes, responsibilities of other staffs, best use of people's experience, work of surrounding people, work of different department of college, quality of workers. The study found that in average 37% responded on 'Agree' and 36% responded on 'Strongly Agree' having with the Mean value of total 9 indicators of role clarity was 3.98 which is close to the 'Agree' response. It indicates that employees were clear about their job roles within the existing organizational climate.

Keywords: Employees' perception, Organizational climate, Role clarity

Introduction
Background of the study
Due to its multifaceted, multilevel, multidimensional phenomenon which is derived from employees' perceptions about their experiences within an organization, stable with time and usually shared within an organizational entity, it is difficult to define the organizational climate (Dawson et al., 2008). However, it is defined as set of measurable properties of the work environment which is perceived by the employees directly or indirectly, influence and motivate their behavior (Holloway, 2012).

Organizational climate serves as a measure of individual perceptionsor feelings about an organization as well as helps to identify the organizational rolestress levels among its employees. Organizational climate includes management or leadership styles, participation in decision making, provision of challenging jobs to employees, reduction of boredom and frustration, provision of benefits, personnel policies, career development and provision of good working conditions (Nicholson and Miljus, 1992).

Role clarity specific to various industries has been researched as far back from 1955 (Neel, McGregor, Likert, Burns).The role clarity will improve the job satisfaction and in turn their job performance. Having a structured role definition for their organization becomes very instrumental in improving the employee and the organizational performance.Setting role expectations is an important first step when employers hire people for their organization. When the employees know what is expected of their role, then they tend to perform better. It is important for the employer to clearly highlight the roles and the responsibilities for their employees, what aspects are important, how they will be evaluated and how delivering the responsibilities of the roles will help the organizations achieve their goals and success.

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Review of Literature

Organizational climate explains to the beliefs and values, which are not visible but exist within the employee's behavior and action (Moghimi & Subramaniam, 2013). Wellbeing of an organization can be evaluated by measuring the employees' perception (Giles, 2010). Organizational climate was found to be correlated with performance, organizational effectiveness, productivity, commitment, anxiety, tendency to leave (Rahimic, 2013). Organizational structure, standards, responsibility, support, commitment, rewards, warmth, risk and conflict are the main dimensions of the organizational commitment (Giles, 2010).

According to Minda (2000), role clarity can be defined as the subjective feeling of having as much or not as much role relevant information as the person would like to have.Role clarity refers to how clearly a set of activities expected from an individual are expressed. It is the extent to which an employee's work goals and responsibilities are communicated clearly, and whereby the employee understands the process required to achieve the specific goals (Sawyer, 1992). It can be described as the lucidity of an individual's roles and responsibilities on a job thereby enabling the worker to perform more efficiently and exhibit behaviors relating to the role in order to attain improved job performance.

Role clarity is important to employees as it determines how well tasks are being carried out and consequently the performance of an employee. Allameh, et al. (2013), opine that employees who perceive their roles as clearly defined, know what is expected of them and are more probable to provide services with high quality. Blumethal, Lavender, and Hewson (1998) affirm that poor role clarity is linked to increased levels of stress, ill health, and absenteeism. Bass (1990) sees the relationship between role clarity and job satisfaction from a personality dimension.

The effect of role clarity on performance was revealed in a study by Fried et al. (2003) where results showed that job performance increased over time under higher levels of role clarity. Moreover, and, in relation to job security, increase in performance was maximized when both role clarity and job security were high, while deterioration in performance was greatest when role clarity was low and job security was low (Fried et al. 2003). The concept of role clarity is crucial in all these studies.

He explains that people who have a high need for structure prefer to work in clear settings where they are clear about their task roles and aware of what is expected of them. This would increase chances of higher satisfaction in the workplace (Bass &Avolio, 2004). Studies conducted by Singh (1993) and de Ruyter; Wetzels and Feinberg (2001) as cited in Allemeh, Harooni, Chaleshtari, &Asadi(2013) affirm that employees who understand their roles are more satisfied than those who are not.

According to Vasudha Nandal and Venkat R. Krishnan (2000), roles serve as the boundary between the individual and the organizations and represent the expectations of the individual and the organization. According to the role theory (Rizzo et al, 1970), role clarity is defined as the degree to which required information is provided about how the employee is expected to perform his or her job. Role clarity adds positivity to the job satisfaction and job satisfaction in turn produces positive effect towards one's roles and responsibilities (IfyDiala and Rao Nemani, 2011).

Lower levels of job satisfactions due to role conflict and ambiguity have been found by Kahn et al (1964). Studies also have shown that role conflict has created positive impact in making employees become more open, flexible in adjusting to their roles (Jones, 1993). Hemantkumar and PremchandBabu (2017) have found that the vague boundaries in the organization structure and the job categories exist and role clarity, continuous change, diversified workforce were the reasons quoted mostly by the IT employees that leads to complexity in work place, whereas the role clarity and autocratic leadership leads to complexities in Non-IT companies. Mohit Yadav and Anil Kumar (2017) in their study of role clarity vs organizational citizenship behaviour found that both genders have a significant role in the organization's growth and the role clarity played a mixed role in organizational citizenship behaviour. Role clarity of the employees has been found to increase the consistency and perception of their job performance (Gashtasb Azarpira et al, 2013, Punia Punita, 2011), improve psychological empowerment (Rajaeipour & Bahrami, 2008) and better performance (Bray and Brawley, 2002). Gary and Faruk (2015) found that while a strong vision improves the team performance, role clarity does not have a significant correlation with the team performance.

The perceptions of role clarity and job satisfaction increases significantly, when the frequency and predictability of the performance feedback for employees is increased (Tichaona, 1992). Fatma Abed (2016) found a significant correlation between employees' job satisfaction and the clarity of their job expectations, feedback provisions and accuracy of performance rating.

Significance of the Study

There is lot of research done on the role clarity of employees from various industries / governments; it has not been studied in-depth in private college of Nepal. This was the trigger for this research. Chitwan and Kathmandu is a major district of Nepal and are home of most number of private colleges. Based on the above data, the researchers have set the scope of this research to the Private colleges in Chitwan and Kathmandu.

Main Objective of the Study

The main objective of this study is to explore the employees' perception towards the role clarity under the organizational climate of private college running in Chitwan and Kathmandu district.

Materials & Methods

The study was based on the quantitative approach. It is cross-sectional study followed the descriptive design. The study was conducted in the Chitwan and Kathmandu district among the employees of private college. There were total 400 respondents participated in this study. *Simple random sampling techniques were used to select the respondents. The study had adopted the standard instruments developed Furnham & Goodstein (psychologists), 1997 to collect the data. There was total 9 indicators used to measure the role clarity for the employees of private college as below Table 1.*

Table 1: Indicators of Role Clarity

SN	Questions	Factor Loading
1.	I have clear goals and objectives for my job	.957
2.	I am clear about my priorities at work	.886
3.	I know what my responsibilities are	.841
4.	I know exactly what is expected of me	.842
5.	I know what most people in the college do	.831
6.	Work in the college makes the best use of people's experience	.756
7.	I know what most people around me do	.827
8.	I know what most departments do	.669
9.	The college has good quality workers	.860

The study had done factor analysis to find the factor loading value of each indicator. Factor analysis is a statistical technique for identifying which underlying factors are measured by a (much larger) number of observed variables. Principal component analysis (PCA) method was used in factor analysis. The study had selected only those indicators which could obtained at least .5 factor loading value. The above table shows that minimum factor loading value is .669 and maximum is .957.

Results & Discussions
The result presented in the Table 2 shows the response of employees on role clarity under the specific organizational climate of private college. The respondents were asked about their perception towards their assigned roles under their specific job. It is the human psychology that most of the time, people think that they are aware on their job roles and responsibilities but in reality they may be confused and misunderstood about their assignment. The organizational climate, working environment and individual character may affect in the perception of employees about their job role. Sometimes, the unmanaged job role may create the mental stress also so every employee should be well informed about their job role. In this context, the study discussed with the employees and presented the finding in below table.

Table 2: Response on Role Clarity

N = 400

Statement	Response (%)						Mean
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	
I have clear goal and objectives for my job	7.0	0	7.0	30.2	55.8	100.0	4.2791
I am clear about my priorities at work	2.3	0	9.3	27.9	60.5	100.0	4.4419
I know what my responsibilities are	2.3	0	11.6	23.3	62.8	100.0	4.4419
I know exactly what is expected of me	0	4.7	16.3	32.6	46.5	100.0	4.2093
I know what most people in the college do	0	14.0	32.6	41.9	11.6	100.0	3.5116
Work in the college makes the best use of people's experience	2.3	4.7	9.3	48.8	34.9	100.0	4.0930
I know what most people around me do	2.3	7.0	30.2	46.5	14.0	100.0	3.6279
I know what most departments do	4.7	23.3	18.6	34.9	18.6	100.0	3.3953
The college has good quality workers	4.7	4.7	20.9	46.5	23.3	100.0	3.7907
Average Response	**2.8**	**6.5**	**17.3**	**37.0**	**36.4**	**100.0**	**3.98**

Source: Field Survey, 2019

There were nine indicators of Role clarity asked to the employees of private college. The indicators cover the knowledge of - goals and objectives of job, priorities at work, job responsibilities, expected outcomes, responsibilities of other staffs, best use of people's experience, work of surrounding people, work of different department of college, quality of workers. As the data of above table, 86% agreed that they were cleared on goal and objective of their job, 89% were cleared about the priorities of their assigned work, 86% had knowledge of their job responsibilities, 79% were cleared about the expectation of company from their work, 54% had knowledge the work of most people of college, 84% believed that college had made the best use of people's experience, 61% knew the duties of most people around them, 54% knew the work of most of the department of college, and 70% believed that their college had good quality workers.

The result of above data reveals that comparatively, employees were more aware on the objectives, priorities and responsibilities of their job whereas less aware on the surrounding environment, assigned task of other employees and service quality of workers and departments. It indicates that there was not good interpersonal relationship between the employees and inadequate sharing practices in organizational climate. So, it recommends improving in the organizational climate.

Conclusion of the study
The study concludes that Minimum 84 percent to maximum 87 percent employees were clear about their goal & objectives of job, priorities areas/work in job, job responsibilities, and environment of college to use the experience of employees. Similarly, minimum 70 percent to maximum 79 percent employees claimed that there were good quality workers in their college and also agreed that they knew exactly what was expected from them in job. Minimum 54 to maximum 61 percent employees agreed that they knew about the work of many employees, and department of their college. In general, the result indicates that employees were more aware on the objectives, priorities and responsibilities of their job whereas less aware on the surrounding environment, assigned task of other employees and service quality of workers and departments within the existing organizational climate.

Recommendations

The study has suggested the need of further research on "Impact of organizational culture on employees' performance" which will give new ideas about the relationship between the organizational culture and employees' performance.

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