



THE MODERATING ROLE OF ROLE CONFLICT ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND INTENTION TO LEAVE: AN IMPERIAL STUDY AMONG SUDANESE INSURANCE COMPANIES

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ABSTRACT

This study aims to identify the managers at Sudanese Insurance Companies in Sudan view about The moderating Role of Role Conflict on the Relationship between Organizational Climate(Structure , Values & Self Confidence) & Intention to leave , The general objective of the study is to investigate if Role Conflict mediating the Relationship between Organizational Climate & Intention to leave, The results of study showed there is relationship between Organizational Climate and Intention to leave among managers at Sudanese Insurance Companies in Sudan. Also the role conflict is moderating the relationship between Self Confidence & Intention to leave among managers at Sudanese Insurance Companies in Sudan .So the Managers at Sudanese Insurance Companies in Sudan is recommended to pay more attention to Organizational Climate variables (Structure, Values & Self Confidence) and reviews continuously job design & analyses.

KEY WORDS: *Organizational Climate, Intentions to Leave, Role Conflict,*

1.INTRODUCTION

A lot of researches showed that there is relationship between organizational climate and intention to leave Simangunsong & Maryam (2018), Suharto *et al*(2018), (Mei Teh 2014) , Johnston (2013), (Saungweme & Gwandure 2011) etc..., But fewer exam Role Conflict moderating the Relationship between Organizational Climate and Intention to leave. In Sudan, all the insurance companies are owned by the private sector, except the National Reinsurance Company which is 49% owned by the government of Sudan, and Sheikan Insurance Company which is totally owned by the government. All the insurance companies – private and public – are supervised and controlled by Insurance Supervisory Authority [17], in a competitive market, an employee has a lot of opportunities to mobilize from one company to another. Thus, it is important that an organization understands what causes an employee to choose to leave an organization. Intention to leave is one of the important factors of none standardize of quality service. Service industries face greater challenges than non-service industries [14], Also Role conflict is a feeling of being torn in multiple directions, unable to find

a way to make every role partner satisfied[18] ,It arises from bureaucratic control mechanism of the organization which is not in accordance with norms ,roles , ethics and professional independence ,The condition usually occurs because two different commands are received simultaneously, and the execution of one command alone will cause the other order to be neglected [1]. This study focuses on answering the question: Is Role Conflict moderating the Relationship between Organizational Climate and Intention to leave among managers at Sudanese Insurance Companies?

2. Literature Review

2.1. Organizational Climate

There are many organizational climate definitions given by researchers. For instance, Denison (1996) defined organizational climate as organizational members' perceptions of observable practices and procedures that are closer to the surface of organizational life [7]. However, Frederickson's explanation on organizational climate covered a broader concept (as cited in Downey, Phelps & Slocum Jr., 1974) which includes characteristics that a) describe an organization and distinguish the organization from other organizations, b)

are relatively enduring over time, and c) influence the behavior of people in the organization. Castro and Martins (2010) pointed organizational climate in their study as shared perceptions, feelings and attitudes that members of the organization have about the basic elements that reflect the norms, values and attitudes of the organization's culture and influence positively or negatively the individual's behavior. Besides, organizational climate has also been defined as the inferences organizational members make about based on the policies, practices, procedures and routines as well as certain behaviors that are expected to get rewarded and supported [21]. According to Litwin and stringer (1968) there are eight typical dimensions of organizational climate, are as follows: Structures (feelings about constraint and freedom to act and the degree of formality or informality in the working atmosphere); Responsibility (the feeling of being trusted to carry out important work); Risk (the sense of riskiness and challenge in the job and in the organization); Warmth (the existence of friendly and informal social groups); Support (the perceived helpfulness of managers and co-workers); Standards (the perceived importance of implicit and explicit goals and performance standards; the emphasis of doing a good job); Conflict (the feelings that managers and other workers want to hear different opinion); Identity (the feeling that you belong to a company; that you are valuable member of a working team)[6].

2.2. INTENTION TO LEAVE

Turnover intention is described as a deliberate and conscious consideration to leave an organization whereas actual turnover refers to the actual termination of an individual's employment with an organization [16]. Intention to leave is associated with negative work factors such as organizational climate and perceptions of job insecurity. Previous research indicates that there is a relationship between intention to quit and actual quitting [8]. It could be argued that high turnover intentions among recruitment consultants could translate into actual turnover. An employee's intention marks the most immediate motivator of task performance. An individual's choice behavior is influenced by their intentions [16]. Managers in recruitment agencies could monitor turnover intentions among employees by carrying out intention to leave survey among employees and to have dialogue with employees so that they get a sense of employees' intentions to quit in the short and long terms. Management could stabilize turnover intentions by cultivating a desirable organizational climate [4]. Turnover intentions can result from push factors like lack of interest in the job, bad working climate and pull factors like availability of opportunities in the market [10]. The organizational climate in recruitment agencies can act as a push factor which aggravates intentions to leave among recruitment consultants. Some of the factors associated with turnover intentions are availability of employment alternatives, inter-role conflict and job satisfaction leave among recruitment consultants [9]. A number of HRM practices have been suggested as potential solutions for turnover, such as investment in training, offering organizational support, adopting innovative recruitment and selection processes, offering better career opportunities (Cheng and Brown, 1998; Forrier and Sels, 2003; Hinkin and Tracey, 2000; Walsh and Taylor, 2007; Walters and Raybould, 2007) and adopting measures to increase job satisfaction and commitment [2].

2.3. ROLE CONFLICT

Role conflict is defined "as the incompatibility of requirements and expectations from the role, where compatibility is judged based on a set of conditions that impact role performance". Conflict may also occur when people disagree about what the expectations are for a particular role. Role conflict has been described as "a feeling of being torn in multiple directions, unable to find a way to make every role partner satisfied". Role conflict arises when the claim of time and endeavor demanded for certain roles become incompatible with each other and overwhelming, that is when participation in one role sacrifices the other, making it difficult or even impossible to participate in another LeROUGE(2006). Kamel, M. I. (2011) think that conflict could occur when message or instructions were received by and employee to perform the task from two or more managers; iii) Inter role conflict which occurs when employees need to carry out many roles at one time and the roles are incongruent and incompatible; iv) Intra sender conflict where resources and capabilities of employees conflict with the roles [12]. When two or more employees have different views regarding their work which makes them experience conflicting demands and expectations, and lead them to make incompatible decisions, a situation of role conflict exists [13]. Rizzo et al. (1970) stated that role conflict occurs when an individual is subject to competing or conflicting sets of expectations and demands in the organization, or when the principle of chain of command or the principle of unity of command is violated [19]. The person may be caught between in the crossfire between two supervisors or the needs of two functional groups [15]. Role conflict is two roles or more that simultaneously bring pressure and contradictory one with another in completion [Luthans, Fred. (2006)]. If an individual perceives or expects differently on other's role, he tends to experience role conflict because it is difficult to satisfy one role without rejection of other. Role conflict is two or more claims that an individual faces simultaneously in which satisfying one will make the others be obstructed to satisfy [24]. Role conflict emerges when an employee is expected to carry out a job differently from what other jobs or things require or in contrary with his personality [Luthans, Fred. (2006)]. Role conflict is a potential source of stress resulting in the job satisfaction to lost, leader's faith to reduce, and/or comfortable job atmosphere to avoid. There are Three types of role conflict, The First is a conflict between a person and a role where there maybe a conflict between the personality and expected role, The Second is the conflict between the role of expectation which contradict to how to play a role, and the last is a conflict between roles, emerged from the different requirements between two or more roles to be played at the same time. In some studies there is evidence that role conflict has a negative impact on the success and performance influenced by cultural differences [5].

3. METHODOLOGY

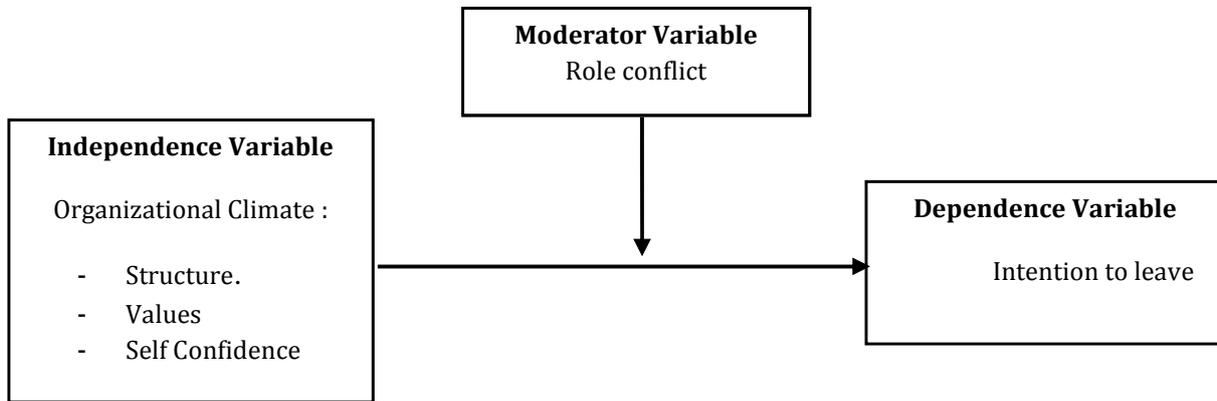
The researcher adopted hypotheses that clearly explain whether The Role Conflict is mediating the Relationship between Organizational Climate (Structure ,Values & Self Confidence) and Intention to leave , so our main hypothesis is: The Role Conflict is mediating the Relationship between Organizational Climate (Structure ,Values & Self Confidence) and Intention to leave at Sudanese Insurance Companies.

The researchers have designed a questionnaire and distributed it to the population of the study are managers at

Sudanese Insurance Companies in Sudan. The researchers selects 160 managers in different Insurance Companies as a sample of the study, and then the internal consistency coefficient of the questionnaire has been extracted using the Cronbach’s alpha equation. The stability coefficient reached 83% in order to assure the validity of the questionnaire .The

researchers divide the questionnaire into three main sections containing a set of questions related to the measurement of the Role Conflict is moderating the Relationship between Organizational Climate and Intention to leave among managers at Sudanese Insurance Companies in Sudan. The theoretical framework for the study is as depicted in Figure 1 below:

Figure (1) Theoretical Framework



4. RESULTS

The researcher received a response to 160 out of 160 questionnaires.

4.1. Characteristics of the Sample Units:

Table (1) illustrates the frequency distribution of the sample features of managers at Sudanese Insurance Companies in Sudan.

Table (1) Characteristics of the Sample Units (Sample = 160)

Variables		Frequency	Percentage
Sex	Male	98	61.3
	Female	62	38.7
Age	Less than 30	50	31.3
	From 30 -35 Years	44	27.5
	From36-40 Years	30	18.8
	More Than 40 Years	36	22.5
Educational Level	University Education	117	73.1
	Post-Graduate Studies	43	26.9
Job	Manager	16	10
	Department Manager	39	24.4
	Staff	84	52.5
	Others	21	13.1
Period of Experience	Less than 5 years	47	29.4
	From 5 to 10	50	31.3
	From 11 to 15	35	21.9
	More than 15 years	28	17.5
Marital Status	Married	66	41.3
	Single	79	49.4
	Widow	15	9.3

4.2.The relationship between Organizational Climate and Intention to leave

The statistical results for the relationship between Organizational Climate and Intention to leave are studied, the hypothesis to be tested is: There is statistically significant

relationship between Organizational Climate and Intention to leave among managers at Sudanese Insurance Companies in Sudan.

Table (2) The Relationship between Organizational Climate and Intention to leave (Beta coefficient)

Variables	Beta	Sig
Structure.	.469**	.000
Values	.167**	.027
Self Confidence	-.282	.000
Statistical Percentage		
R ²	.282	
Adjusted R ²	.268	
? R ²	.282	
F change	20.43	
Note: Level of significant: *p<0.10, **p<0.05,***p<0.01		

4.3. The Role Conflict is moderating the Relationship between Organizational Climate and Intention to leave:

The statistical results for the Role Conflict is mediating the Relationship between Organizational Climate and Intention to leave are studied .The hypothesis to be tested is:

The Role Conflict is moderating the Relationship between Organizational Climate and Intention to leave among managers at Sudanese Insurance Companies in Sudan

Table (3) The Role Conflict is moderating the Relationship between Organizational Climate and Intention to leave (Beta coefficient)

Variables	Intention to leave	
	First Model	Second Model
Structure.	0.469***	0.479***
Values	0.167**	0.169**
Self Confidence	-.282***	-.280***
Role Conflict		0.040
R ²	.282	0.284
Adjusted R ²	.268	.265
? R ²	.282	.001
F change	20.43	0.324
Note: Level of significant: *p<0.10, **p<0.05,***p<0.01		

According to Table (3), The statistical analyses showed the effect of the role conflict as moderator to the relationship between Organizational Climate and Intention to leave among managers at Sudanese Insurance Companies in Sudan .The first & second model appealed that there are a change in Beta coefficient between the components (Structure ,Values & Self Confidence) ,its raised between the components Structure & Values from(= .469) (= .167) in the first model to (= .479) (= .169) in the second model, but its lower in Self Confidence from(= -.282) in the first model to(= -.280) in the second model . Thus the role conflict is moderating the relationship between Self Confidence & Intention to leave among managers at Sudanese Insurance Companies in Sudan.

5. CONCLUSIONS

The study revealed that there is statistically significant relationship between Organizational Climate (Structure, Values & Self Confidence) and Intention to leave among managers at Sudanese Insurance Companies in Sudan, Also the role conflict is moderating the relationship between Self Confidence & Intention to leave among managers at Sudanese Insurance Companies in Sudan. So managers of Sudanese Insurance Companies in Sudan should pay more attention to Organizational Climate variables (Structure, Values & Self Confidence) and reviews continuously job design & analyses.

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