

ABSTRACT

The effects of role conflict and role ambiguity on organizational commitment and turnover intentions.

There is some uncertainty in the organizational commitment literature concerning whether there exists an indirect relationship between the role stressors – role conflict and role ambiguity – and organizational commitment. Based on information from the job stress literature it was hypothesized that work exhaustion would mediate this relationship. It was also hypothesized that the mood disposition of negative affectivity would moderate the relationship between the two role stressors and work exhaustion. Further it was expected that perceived alternatives would moderate the relationship between organizational commitment and turnover intentions.

Data collected from two hundred and twenty seven public sector workers in St. Lucia revealed that work exhaustion did not mediate between the role stressors and affective organizational commitment suggesting that an indirect relationship exists between the variables. However, it was found that negative affectivity moderated the relationship between role conflict and work exhaustion only. Insignificant results were obtained for the moderating effect of perceived alternatives on the relationship between organizational commitment and turnover intentions. It is suggested that organizations should seek to minimize the amount of exhaustion that employees experience by examining the roles they are given.