

**ORGANIZATIONAL AND PROFESSIONAL
CONFLICT IN
INTERNATIONAL ISLAMIC UNIVERSITY
MALAYSIA**

BY

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ABSTRACT

The primary purpose of this study was to investigate the perceptions of the IIUM lecturers towards their organizational and professional orientations. The second purpose was to determine the existence of conflict in organizational and professional commitments. The third purpose was to examine the outcomes of the conflict if any to the organization.

Research findings indicates that the majority of the respondents have generally positive perception of their organizational and professional orientations. The level of perceived conflict was found very low. The finding also revealed that most of the respondents satisfied with their profession to the extent to which their job provides them with what they desired and performed.

The researcher wishes to share some insights and recommendations that were developed in the course of study with the appropriate authorities and personnel. At the university level, the super ordinate, subordinate, head of departments, various other heads and administrators can play more effective role to influence the professional's affective reaction toward the commitment.

The researcher also suggests that research on the same topic should be carried out on a bigger sample of respondents and covering more than one organization. Research also must be specifically related to the job satisfaction and turnover

CHAPTER 1

INTRODUCTION

Many researchers and behavioral scientists have focused considerable attention on the relationship between the professional employee and the organizational aspects of the work environment. The researchers have long been concerned with the effect of the work environment on employee's attitudes and behavior. This relationship has been characterized as conflicting on the assumption that organizational and professional norms and values are inherently incompatible. Several of the previous studies have shown results suggesting that these conflicting relationships may result in undesirable organizational outcomes, such as employee's migration.

The purpose of this study is to examine the perception of the organizational-professional conflict perceived by the lecturers in IIUM. As we know, the root of the organizational-professional conflict stems, in part, from the use of control systems in organizations. On the one hand, the professional's behavior is dictated by a code of ethics, which is established and monitored by an external collegial peer group. On the other hand, the professional's behavior is also controlled by the employing organization. As long as the organizationally directed behavior is consistent with that specified by the ethical code, conflict should not arise. This study is also to analyze whether the conflict exists between organizational-professional orientations. The two kinds of behaviors will lead the professional to face a conflict between professional and organizational loyalties. The

potential outcomes of the conflict will occur such as job-related stress, low job satisfaction, low quality performance and high turnover.

This study will also focus on the outcomes of the conflict if there is a conflict in organizational-professional orientation in the IIUM. According to Sorensen and Sorensen (1972,1974), conflict in organization commitment may relate to the professional commitment as perceived by the professionals. The degree of loyalty depends on how good the commitment of the organization in giving a satisfaction to the professionals.

According to Howard Becker's Theory (1980), "Commitments come into being when a person, by making a side-bet, links extraneous interest with a consistent line of activity".

A person refuses to change his job, even though a job offers him a higher salary and better working conditions because of organizational commitment, (Howard Becker, 1980). Ritzer and Trice, who approached the relationship of organizational and professional commitments among personnel managers, empirically tested this theory.

However, according to psychologist, organizational and professional commitment is a psychological phenomenon, based on the subjective meaningfulness of the profession and organization. Therefore, where the organization is part bureaucratic and part professional, a dual commitment to both professional and organizational is expected.

Statement of Problem

The concept of organizational commitment of employees has received increased attention in recent years in organizational research. Several reasons account for the increased

interest associated with this construct: (1) highly committed employees may perform better than less committed ones (Jauch, Glueck and Osborn, 1978; Mowday, Porter and Dubin, 1974); (2) organizational commitment may be a better predictor of employee turnover than job satisfaction (Porter, 1974); and (3) organizational commitment may be used as an indicator of the overall effectiveness of an organization (Steers, 1977; Schein, 1970).

Research Question

This study seeks to answer of the following research questions:

1. What are the perceptions of the professional-organizational conflict as perceived by the lecturers in IIUM?
2. Does conflict exist between organizational and professional orientations in IIUM?
3. What are the outcomes of the conflict if any to the organization?

According to Salancik (1977), in some cases, organizational commitment may have dysfunctional outcomes. It means that commitment may be affected by employee uncertainty about alternative courses of behavior. This can result in resistance to change, which is sometimes shared by individuals and their employing organizations. In other cases, a lack of ability can develop an individual's reluctance to leave an organization.

Previous investigations have suffered from a number of limitations. Most of the researchers have assumed, rather than investigated, the existence of such conflict. As a consequence, differences in findings may have been due, in part, to the fact that the organizational-professional conflict is situation-specific, and hence a function of the