

## **Determine the factors of organizational health on organizational commitment in public sector**

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### **Abstract**

In the highly competitive world, every organization is facing new challenges regarding sustaining productivity and attaining goals. A large number of studies have been conducted to investigate the concept of organizational health on organizational commitment. The concept of organizational commitment has received considerable attention from both managers and behavioral scientists. The interest has been demonstrated not only in theoretical efforts to explain the construct but also in empirical efforts to determine the primary antecedents and outcomes of organizational commitment. An examination of the literature indicates a wide range of meanings when the Researchers use the phrase “organizational health.” Early conceptualizations of an organizational health had little to do with the actual physical health of the employees who make up the organization; rather they were focused on characteristics of an organization for the purpose to develop the organization. Recent days the organizations highly concentrate to improve the organizational health factors to enhance the commitment values.

### **Key words**

Organizational health, organizational commitment

### **Introduction**

Commitment has been repeatedly shown to be an important factor in understanding the work behavior of employees. Loyalty (Porter, Steers, Mowday & Boulian, 1974). According to Porter et al (1974) an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organization.

Porter et al., (1974) further describes organizational commitment as “an attachment to the organization, characterized by to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf”. Individuals consider the extent to which their own values and goals relate to that of the organization as part of organizational commitment; therefore it is considered to be the linkage between the individual employee and the organization.

Another perspective on organizational commitment is the “exchanged-based definition” or “side-bet” theory (Becker, 1960; Alluto, Hrebiniak & Alonso, 1973). This theory holds that individuals are committed to the organization as far as they hold their positions, irrespective of the stressful conditions they experience. However, should they be given alternative benefits, they will be willing to leave the organization.

The concept of organizational health was first mentioned *by Miles (1965 & 1969)*, the social system ability not only to function effectively, but also to develop and grow in to a more fully – functioning system’’. Miles used human health as a metaphor for organizational health. He introduced eight dimensions of organizational health under three basic topics.

The “well-being of an organization” includes productivity, effectiveness, adequacy, competitiveness and financial health, which researchers argue also impacts individual employee health (Samantary, 2010). Organizational health can be also included the extent to which an organization promotes the health of its employees. This is important to note because a shift to defining a healthy organization to also include employee health, rather than depending only on the financial bottom line, would encourage organizations to take a greater interest in the health and well-being of their employees.

Employees have some level of awareness of the existence of organizational resources relating to employee health, and these perceptions are known to guide their workplace behaviors and attitudes (Vandenberg, Park, Dejoy, Wilson & Griffin-Blake, 2002). This is why the employee perspective is so essential to any measure of a healthy organization. Although the upper-level managers of an organization might be convinced that they have taken the necessary steps to provide the resources needed to create an environment that supports, maintains or improves employee health and well-being, it is possible that the employees have very different perceptions about this. For example, a new health program to benefit employees would need to align with the perceived needs of employees in order for the program to be perceived as useful and beneficial.

### **Review of literature**

*Black (1961)* Talcot Parsons theories shows that four system functions of organizational health goal attainment, adaptation, integration, and latency Goal attainment refers to actions the

system takes to accomplish its goals. Adaptation refers to changes the system takes to survive and attain its goals in response to its environment. Integration refers to the relationships that exist between different parts of the systems and their level of cohesiveness. Latency refers to actions required to keep the system moving towards its goals. The expectation is that the system be able to effectively respond to changes in its environment.

*Meyer, Allen (1991)* organizational commitment is reflected in at least three general topics: active association with the organization, the predictable costs of leaving the organization and the obligation to remain in the organization. These three approaches are called affective, continual and normative commitment. Common to these three approaches is the attitude that the commitment is a psychological state characterized by the relationship of employees to the organization and implies a decision to continue the work in it. These psychological states also have different implications for the behavior related to the workplace.

*Priyanko Guchait (2007)* examined that the employer may acknowledge the employee's efforts by offering opportunities and benefits, and in return for these opportunities and benefits, employees may feel obligated to reciprocate and may become more committed to the organization. Those employees tend to commit to their organizations if they see that their efforts are acknowledged and reciprocated. Employee's perceptions of job involvement reflect a sense of reciprocity and the level of organization's commitment to the employees when an employee feels that the organization cares about their welfare and recognizes their contributions.

*Denise Gormley (2010)* examined that organizational commitment is influenced by organizational climate. A moderately strong negative relationship was present between role ambiguity and role conflict, and affective and continuance organizational commitment. The researcher was found that significant relationships were observed between subscales of organizational climate and role ambiguity and role conflict. The how faculty can better achieve work role balance while developing and sustaining organizational commitment is important to organizational success in recruiting and retaining faculty to examine how the affective, continuance, and normative dimensions of faculty organizational commitment design of this non experimental, descriptive study was adopted. The degree of employee organizational commitment has implications for the employee and organization. Committed employees tend to

perceive greater rewards and have increased job satisfaction and improved retention. Both employee and organization derive benefits from committed employees.

### **Statement of the problem**

This study has focused on the extension of available evidence needed to better understand the organizational health factors helps to improve the organizational commitment of the work place. It is increasingly apparent that inquiry on commitment designed to reveal the determinants of commitment and objects to which individuals are committed are more likely to yield capacity to predict the organizational outcomes of Affective, Normative and Continuance Commitment. Understanding the organizational health processes increases commitment level of the employees.

### **Objectives of the study**

- To identify the influences of Organizational Health on Organizational Commitment

The formulation of objectives, to know about the organization aware of how their unit contributes to the total effort to improve the employee wellbeing towards psychically, mentally and socially with the high degree of flexibility to using the health factors of organizational health and an usual ability to cope and manage its core activities towards to increases the level of organizational commitment.

### **Methodology**

**Sample Design:** The employees from the public sector are considered as the sample population.

**Sample Size:** The sample size was 937 respondents

**Sampling Technique:** Proportionate Stratified Random Sampling

**Tools for Data Collection:** The data was collected from the employees of Public sectors through questionnaires.

**Tools for Data Analysis:** Regression

**Reliability Measures:** The reliability of overall organizational commitment was computed by using SPSS software. Cronbach's alpha reliability coefficient was computed to calculate reliability of all items in the questionnaire. The reliability of the questionnaire was found to be 0.853. So the statements in the question.

#### 4.1 Multiple Regression analysis of Organizational Health on Organizational Commitment of the Employees

In this regression, the dependent variable is organizational commitment, independent variables organizational health Factors are discussed as follows:

**Dependent variable** : Organizational Commitment (Y)

**Independent variable** :

1. Organizational Adaptiveness ( $X_1$ )
2. Organizational Excellence ( $X_2$ )
3. Considerate Leadership ( $X_3$ )
4. Problem Solving Adequacy ( $X_4$ )
5. Conflict Resolving Management ( $X_5$ )
6. Innovativeness ( $X_6$ )
7. Morale ( $X_7$ )
8. Communication Adequacy ( $X_8$ )
9. Goal Focus ( $X_9$ )
10. Resource Utilization ( $X_{10}$ )
11. Initiation and Outgoingness ( $X_{11}$ )

**Multiple R value** : 0.723

**R Square value** : 0.523

**F value** : 92.285

**P-value** : < 0.001\*\*

**Table 4.1 Variables in the Multiple Regression Analysis of Organizational Health on Organizational Commitment**

Variables	Unstandardized Coefficients (B)	SE of B	Standardized Coefficients ( $\beta$ )	t value	P-value
Constant	35.920	4.500	-	7.983	<0.001**
$X_1$	0.365	0.059	0.185	6.145	<0.001**
$X_2$	0.423	0.052	0.264	8.180	<0.001**

<b>X<sub>3</sub></b>	0.382	0.595	0.084	0.642	0.521
<b>X<sub>4</sub></b>	0.587	0.118	0.143	4.975	<0.001**
<b>X<sub>5</sub></b>	0.616	0.174	0.137	3.539	<0.001**
<b>X<sub>6</sub></b>	0.482	0.202	0.093	2.384	0.017*
<b>X<sub>7</sub></b>	0.063	0.198	0.021	0.315	0.753
<b>X<sub>8</sub></b>	0.262	0.102	0.071	2.571	0.010**
<b>X<sub>9</sub></b>	0.368	0.140	0.125	2.640	0.009**
<b>X<sub>10</sub></b>	0.113	0.050	0.126	2.281	0.022*
<b>X<sub>11</sub></b>	1.534	0.205	0.195	7.493	<0.001**

Source: Primary Data

Note: \*\* Denotes significant at 1% level

\*Denotes significant at 5% level

### Reporting

Table 4.1 illustrates that the multiple correlation coefficients are 0.723 and its measures the degree of relationship between the actual values and the predicted values of the organizational health Factors. Because the predicted values are obtained as linear combination of organizational adaptiveness, organizational excellence, considerate leadership, problem solving adequacy, Conflict Resolving Management, Innovativeness, Morale, Communication Adequacy, Goal Focus, Resource Utilization and initiation and outgoingness. The coefficient value of 0.723 indicates that the relationship between organizational commitment and organizational health Factors is quite strong and positive.

The coefficient of determination R-square measures the goodness-of-fit of the estimated sample regression plane (SRP) in terms of the proportion variation in the dependent variables explained by the fitted sample regression equation. Thus the value of R-square is 0.523 simply means that about 52.3% of the variation in organizational commitment is explained by the estimated SRP that uses organizational health as the independent variables and R square value is significant at 1 percent level.

The multiple regression equation is

$$Y = 35.920 + 0.365X_1 + 0.423X_2 + 0.587X_4 + 0.616X_5 + 0.061X_6 + 0.262X_8 + 0.616X_9 + 0.245X_{10} + 0.154X_{11}$$

In the above equation, the coefficient of  $X_1$  is 0.365 represents the partial effect of organizational adaptiveness on organizational commitment, holding the other variables as constant. The estimated positive sign implies that such effect is positive organizational commitment score would increase by 0.423 for every unit increase in organizational adaptiveness and this coefficient value is significant at 1% level. The coefficient of  $X_2$  is 0.423 represents the partial effect of organizational excellence on organizational commitment, holding the other variables as constant, the estimated positive sign implies that such effect is positive that organizational health score would increase by 0.113 for every unit increase in i organizational excellence and this coefficient value is significant at 1% level.

The coefficient of  $X_3$  is 0.382 represents the partial effect of considerate leadership on organizational commitment, holding the other variables as constant, the estimated positive sign implies that such effect is positive that organizational health score would increase by 0.382 for every unit increase in considerate leadership and this coefficient value is no significant level. The coefficient of  $X_4$  is 0.587 represents the partial effect of problem solving adequacy on organizational commitment holding the other variables as constant, the estimated positive sign implies that such effect is positive that organizational health Factors score would increase by 0.587 for every unit increase in problem solving adequacy and this coefficient value is significant at 1% level. The coefficient of  $X_5$  is 0.616 represents the partial effect of Conflict Resolving Management on organizational commitment holding the other variables as constant, the estimated positive sign implies that such effect is positive that organizational health Factors score would increase by 0.616 for every unit increase in Conflict Resolving Management and this coefficient value is significant at 1% level. The coefficient of  $X_6$  is 0.482 represents the partial effect of Innovativeness on organizational commitment holding the other variables as constant, the estimated positive sign implies that such effect is positive that organizational health Factors score would increase by 0.482 for every unit increase in Innovativeness and this coefficient value is significant at 5% level.

The coefficient of  $X_7$  is 0.063 represents the partial effect of Morale on organizational commitment holding the other variables as constant, the estimated positive sign implies that such effect is positive that organizational health Factors score would increase by 0.063 for every unit increase in Morale and this coefficient value is no significant level. The coefficient of  $X_8$  is 0.262 represents the partial effect of Communication Adequacy on organizational commitment holding

the other variables as constant, the estimated positive sign implies that such effect is positive that organizational health Factors score would increase by 0.262 for every unit increase in Communication Adequacy and this coefficient value is significant at 1% level. The coefficient of  $X_9$  is 0.368 represents the partial effect of Goal Focus on organizational commitment holding the other variables as constant, the estimated positive sign implies that such effect is positive that organizational health Factors score would increase by 0.368 for every unit increase in Goal Focus and this coefficient value is significant at 1% level. The coefficient of  $X_{10}$  is 0.113 represents the partial effect of Resource Utilization on organizational commitment holding the other variables as constant, the estimated positive sign implies that such effect is positive that organizational health Factors score would increase by 0.113 for every unit increase in Resource Utilization and this coefficient value is significant at 5% level. The coefficient of  $X_{11}$  is 1.534 represents the partial effect of Initiation and Outgoingness on organizational commitment holding the other variables as constant, the estimated positive sign implies that such effect is positive that organizational health Factors score would increase by 1.534 for every unit increase in Initiation and Outgoingness and this coefficient value is significant at 1% level.

Based on standardized coefficient value, Organizational Adaptiveness ( $X_1$ ), Organizational Excellence ( $X_2$ ), Problem Solving Adequacy ( $X_4$ ), Conflict Resolving Management ( $X_5$ ), Morale ( $X_7$ ), Communication Adequacy ( $X_8$ ), Goal Focus ( $X_9$ ), Resource Utilization ( $X_{10}$ ), Initiation and Outgoingness ( $X_{11}$ ) and the most important factor to improve organizational health followed by Considerate Leadership ( $X_3$ ) and Innovativeness ( $X_6$ ).

## Discussion

There is a positively influencing the organizational health on organizational commitment of the Employees. To establish more precisely what each organization looks like, as well as its strengths and weaknesses, we also ask Employees how frequently they observe to attain the performance. From the above table there is an influence on organizational health and organizational commitment. It indicates that the health of an organization is based on the ability to manage around a clear vision, strategy, and culture; to execute with excellence; and to renew the organization's focus over time by responding to present trends. We found that the linkage between health and performance, understood their strong influences about those two. With healthy initiatives that combine efforts to building strengths not only are more realistic but also increase the performance and productivity to a healthy organization.

## Conclusion

The researcher designed by eleven Factors to build the organizational health which is adaptiveness, excellence, leadership, problem solving adequacy, conflict resolving innovation, morale, goal focus, initiation and resource utilization. These ever that sustained the organizational health are one of the most powerful assets an organization can build. So this Asserted that being healthy focused is vital for long term success. As well as objectives of the organizations requires new skills or knowledge to enhance the healthy environment to the Employees. This may influences the commitment in business. Here the researcher concluded that organizational commitment is always depended on organizational health Factors its leads to attain the goals of the company.

The variables such as adaptiveness and problem solving adequacy. Argued that the Organizational health is crucial for companies to maintain their vitality, their productivity and their competitiveness. Organizational health as a combination of employee health and organizational performance. So far, research has acknowledged the huge impact of organizational commitment Employees relates to health, motivation and behavior but knowledge has remained fragmented.

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