

Ascendancy of Organizational Health and Job involvement on Organizational Commitment factors in public enterprises

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Abstract

Organizational health is the process to improve the wellbeing of the employees. Job involvement refers to the extent which a person is interested and committed to his or her assigned tasks. Both independent factors are influenced and it plays an important role in facilitating the organizational commitment i.e. employee's identification with a particular organization and his or her desire to sustain the relationship for the effective management. It's seems too committed in their jobs. Furthermore, significant relationships were found between the independent and dependent variables in this study. To test the model Organizational Health and Job Involvement factors to improve the overall effectiveness of the organizational commitment of the employees.

Key words: *Organizational health, job involvement, organizational commitment.*

DEFINITIONS

David Alman (2010) "Organizational Health refers to an organization's ability to achieve its goals based on an environment that seeks to improve Organizational Performance and support Employee Well-being".

Macinati and Rizzo (2016) Job involvement refers to "Work-related attitude, which refers to the relative strength of employees' emotional attachment, identification, and involvement with their employing organization".

Idris and Manganaro (2017) "Organizational commitment is the extent to which individuals psychologically identify with their work organizations. The nature of the links can vary and they include desire, perceived cost and obligation to continue a course of action".

Introduction

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 and job involvement on organizational commitment. Still these concepts are the most challenging and researchable fields of management and organizational behavior. This research analyzes the “Impact of organizational health and job involvement on organizational commitment” what it means and why every organizations need the commitment towards organization and employees. In fact, the most of the studies have found positive relationship between organizational health and job involvement on organizational commitment. Managers want organizational commitment in their work place because the strong reason is to have the greatest outcomes on the successful performance of an organization. This is because a highly committed employee will identify themselves with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater impact towards their performance.

In this study, organizational commitment is dependent variables. Organizational health and job involvement are independent variables. These two independent variables are considered to improve the organizational commitment of the employees to discuss in this research. Organizational Commitment is highly valuable in the workplace and has been highlighted in the Research as dependent variable in that way to enhance the organizational effectiveness. Moreover, in today's fast paced and dynamic business environment and organizations try to improve the commitment level and also various measures taken to the organization because of securing the organizational commitment. (*Simpson 2000* there is a growing commitment gap among widening split between the expectations of employers and what workers are prepared to do). There are a number of reasons for this erosion of commitment; the most common issues that being a failure of management in some way or the other.

To succeed in the face of increasing competition, a business needs improved productivity at all levels. This need requires the enthusiastic commitment of all employees that can only be achieved through better management practices. To be effective, the skill of good people is essential. Businesses need good people to succeed. Failure on the part of the owners or senior leaders to ensure their managers and supervisors are trained and function effectively, can lead to the loss of valued employees, because the best employees are attracted to employers who place premium on good people management. So, the organizational health and job involvement are considered as a two pillars to improving the organizational commitment level. So, the researcher discusses the dependent factor of organizational commitment.

So far that organizational health and job involvement is an important for every organization then only to increase the commitment level of the employees. The organizational health factors to determine the job involvement level of the employees of the organization. Organization to improve the organizational health measures automatically the employees to involved their progress of the organizational goals and objectives. These independent factors lead to improve the organizational commitment of the employees.

The choice of executives, supervisors and workers has been triggered by the fact that there is a lack of research studies in relation to organizational health and job involvement on organizational commitment of top level, middle level and lower level employees. The targeted population is regarded as status jobs in which carry social prestige owing to attractive pay packets and fringe benefits as well as job security. Although job security is very high in permanent employees and there is no quick upward mobility in terms of promotion prospects non-monetary incentives which are attractive enough to motivate them at the workplace.

Having pointed out some of the positives of job involvement, there could also be a downside to being highly job involved. Naughton (1987) has argued that high job involvement may produce targeted performance and this may have a negative impact on their performance because they have a tendency to concentrate on time consuming activities rather than urgent assignments. Schwartz (1982) contended that highly involved workers may spend all their time and energy on the job in order to avoid confronting the painful realities of life.

Review of literature

Organizational health

Gagnon (2017) this article denotes that the proof of organization's ability to align around a common vision, execute against that vision effectively and renew itself through innovation and creative thinking. i.e. the environment always do the adaptiveness in the introducing new technology interventions. It highlights the potential for the vast majority of the organization to improve their health and how this can correspond with enhanced performance. Every organization primary vision about to want a healthy organization, but they worry about how long it will take to realize tangible benefits from efforts to accomplishing organizational health.

Ghalandari (2016) explored that Organizational health must show great desire to control the expressed emotions by managers to others, in addition to determine behavioral standards to show appropriate emotion in a job position. So the purpose of the research is to investigate the effects of emotion regulation strategies on individual and organizational health. The leadership of an organization requires specific features to be adapted with changes and survived and thrived in a new environment that generally managers are faced with many difficulties to respond them.

Anand (2010) studied in the environment of public sector, found that goals focuses, communication and leadership style is an important factor to help the organizational development of the executives. This study has focused on the extension of available evidence needed to better understanding of organizational health and job involvement factors associated to improve the organizational commitment level in the work place. It is increasingly apparent that inquiry on commitment designed to reveal the determinants to which individuals are committed are more likely to yield capacity to predict the organizational outcomes.

Job involvement

Derfuss (2016); Dani et al., (2017) the evidence suggests that job involvement enhances the commitment level. Therefore, it is perceived that job involvement is an intervening factor in the budgetary context, capable of influencing the attitudes, behaviors and performance of controllers in their work. From the behavioral perspective, this is effects of managerial performance do not always occur directly and there are intervening variables that measure this relationship job involvement influences controllers' managerial attitudes and their willingness to share information with superiors. These results reveal the intervening role of job involvement in the relationship between participation and performance. They reveal that the participation of controllers in the processes of their organizations improves their job involvement, influencing their managerial attitudes, their propensity to share information, and their performance leads to improve the commitment level of the employees.

Oliveira and Rocha (2017) in the research highlighted as the creation of high involvement systems has been important for the management. Thus, the effects of job involvement on individual attitudes and behaviors of subordinates in organizations and are elements that are reflected in performance. The importance of developing human resources

policies and practices, high-performance work systems, and high job involvement has been demonstrated but job involvement at work does not seem to support claims of the influence of worker involvement in the process of managerial performance. Thus, it is important for organizations to create policies for employee involvement and information sharing (Jiang et al., 2012) in order to enhance their commitment

Organizational Commitment

Vomberg et al., (2015); miller et al., (2017) this article represent that the current climate of turbulent changes, companies have begun to realize that the employees represent their most valuable asset. Satisfied and motivated employees are imperative for contemporary business and a key factor that separates successful companies from the alternative. When considering job satisfaction and work motivation in general, of particular interest are the distinctive traits of these concepts in transition economies. The research consensus is that the link exists, but there is controversy about the direction of the relationship. Some research supports the hypothesis that job involvement predicts organizational commitment. While job involvement relates to the current job and is conditioned with the one's current employment situation and to what extent it meets one's needs its helps to improve the employee commitment level of the organization.

Culibru (2018) the researcher conducted an empirical study aimed at identifying and quantifying the relationship between work characteristics, organizational commitment, job satisfaction, job involvement and organizational policies and procedures. The study, which included 566 persons, employed by 8 companies, revealed that existing models of work motivation need to be adapted to fit the empirical data. In the proposed model, job involvement partially mediates the effect of job satisfaction on organizational commitment. Organizational commitment, on the other hand, represents the degree to which the employees identify with the organization in which they work, how engaged they are in the organization and whether they are ready leave it. Several studies have demonstrated that there is a strong connection between organizational commitment, job involvement and job satisfaction as well as that people who are more committed to an organization are less likely to leave their job. Organizational commitment can be thought of as an extension of job involvement, as it deals with the positive attitude that an employee has, not toward her own job, but toward the organization. The emotions, however, are

much stronger in the case of organizational commitment and it is characterized by the attachment of the employee to the organization and readiness to make sacrifices for the organization. The link between job involvement and organizational commitment has been researched relatively frequently in the article.

Statement of the problem

This study was helps to understand Organizational Health and Job Involvement to improve the Organizational Commitment level. Organizational Health is Evidence that improve the job involvement level of the employees. Its leads to the productivity and performance improvements through work process that brings about the positive relationship between Organizational Health and Job Involvement. Organization Health that links to support and wellness initiatives to the strategic goals of their business has the greatest chance of long term success and sustainability. Focusing on the organizational health starts at the top level with the creation of values towards to achieve organizational goals and objectives but the execution towards executives, supervisor, workers play an important role in goals achievement in the environment. The problem was values and objectives are clearly understand by the middle level and lower level employees.

The study (Hunt, Chonko and Wood, 1985) indicates that high commitment among employees' leads to lower turnover and higher organizational performance. The employee's world is normally showing their resistance and non –co-operation for making themselves in to committed. Needless to say that, the employer world cannot ignore the importance of commitment because it is the root cause sustaining productivity and attaining organizational goals. The authorities should assess and train the employees to improve their level of commitment. Unarguably a committed organization need not to bother about organizational health and job involvement as these two are the basic indicators about the overall performance of an organization.

Research gap

This study has focused on the extension of available evidence needed to better understanding of the organizational health and job involvement factors associated with improve

the organizational commitment to 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 of commitment and related processes increases more than one commitment are examined at a time. So the study has bridged the gap by the way to analyze and to add the organizational health as well as job involvement factors helps to increase the organizational commitment level of the employees.

The objectives of the study

- To know the levels of Organizational Health, Job Involvement and Organizational Commitment.
- To find out the significance differences between the Factors of Organizational Health, Job Involvement and Organizational Commitment based on age group of the employees.
- To test the model of Organizational Health and Job Involvement on Organizational Commitment.

The study has been conducted to understand, in which way the organizational health is important to improve the job involvement level of the employees, these two independent factors helps to improve the organizational commitment level. The High level commitment of the employees leads to attain the goals and objectives of the organization.

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: Descriptive analysis, ANOVA and SEM

Analysis and Interpretation

Table.1 Quartiles for Factors of Organizational Health, Job Involvement and Organizational Commitment of the Employees

Factors	Percentile 25 (Q1)	Median (Q2)	Percentile 75 (Q3)
Organizational Health	304	339	377
Job Involvement	46	54	66
Organizational Commitment	137	159	174

Source: Primary Data

Table.1 if the score below First quartile (Q1) is called Low level. If the score is lies between first quartile (Q1) and Third quartile (Q3) is called Moderate level. If the score is above Third quartile (Q3) is called High level. Based on this all the Factors of Organizational Health, Job Involvement and Organizational Commitment is converted into low, moderate and high level are presented the following table.

Table 4.2 Frequency Distribution Level of Organizational Health of the Employees

Level of Organizational Health	Frequency	Percentage
Low	235	25.1
Moderate	466	49.7
High	236	25.2
Total	937	100.0

Source: Primary Data

The above table 4.2 indicate that the results of organizational health level of the respondents respect to organizational health Factors. The levels split in three ranges. The ranges categorized in low, moderate and high. Total 466 respondents out of 937 (50%) of the respondent comes under moderate level of organizational health. Followed by 236 (25.2%) of the respondent comes under high level. to considered the range of low level leads to 235 (25.1%) of the respondent. Maximum number of the respondent are comes under the category of moderate

level of organizational health and minimum number of respondent are comes under the category of high level of organizational health.

Discussion

The above table inferred that most of the respondent are comes under the moderate level of organizational health. Comparatively, other ranges of the organizational health level. So the highest level clearly shows the respondent's ability to accept all kinds of changes adopted in the organizational environment because of employees need excellence through their working to won the competition. The organization comprising multiple people to won their task. The high level leads to show the supervisor leadership quality and co-ordination of the employees interested to participate in the objectives of the organization. The entire philosophy of the organization, organizational health concept is centered in the environment. Followed by the provisions of factories act 1948 given by the organization to satisfy the needs of health, safety and welfare measures respect to all the employees that is reason employees can easily achieve their targets and to sustain their organization in competitive market.

McHugh et al., (2003) the dimensions of organizational health is usually centered, recognizing. That in which its structure, culture and administrative processes contribute to a better performance of the organization itself and the health of the individuals that constitute it. The indicators of organizational health would not only consider the stress, welfare, satisfaction and commitment of the individuals, but also the quality of decision making, the adequacy of the organizational health. The argument is centered on how the relation between organizational health and effect is reflected in the organizational health of each of the employees as they are excessively performed. In that way, the healthy organization can fulfill at the same time its mission and implement the development, learning and growth of the individuals.

Table 4.3 Frequency distribution Level of Job Involvement of the Employees

Level of Job Involvement	Frequency	Percentage
Low	288	30.7
Moderate	417	44.5
High	232	24.8

Total	937	100.0
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Source: Primary Data

Table 4.3 reveals that the results of Job Involvement level of the respondents respect to Job Involvement Factors. The levels split in three ranges. The ranges categorized in low, moderate and high. Total 417 respondents out of 937 (44.5%) of the respondent comes under Moderate level. Followed by 288 (30.7%) of the respondent comes under Low level. to considered the range of average leads to 232 (24.8%) of the respondent. Maximum number of the respondent are comes under the category of moderate level of Job Involvement Factors and minimum number of respondent are comes under the category of high level of Job Involvement.

Discussion

The above table inferred that most of the respondent are comes under the moderate level of job involvement. Job involvement is commonly understood to how much he/she involved to do their job. In which a person result entitled in the output of organizational goals. Whatever maybe he/she is a human being, although the individual person having rights and liberty has existed in their own perception. They constantly interact with it and changes in responses to do their job. The table show low level leads to less involvement of the employees to do their job. Comparatively to compromise their involvement of older employees, they not much more to show the excellence in his/her work and also waiting for their retirement and other monetary benefits from the organization. In this case to show low level involvement of employees they all doing a job but they are not sincerely committed. But ready to process do it on the company progress

Lodahl and Kejner examine that JI as the degree of daily absorption a worker experiences in his or her work activity; it reflects whether the person consider consciousness and work affirmation. The JI represents the extent to which a person's self-esteem depends on his or her work efficiency. These two dimensions – psychological identification with work and the importance of work productivity or efficiency to individual self-esteem – constitute the main theoretical conceptualization used in previous research.

Table 4.4 Frequency Distribution Level of Organizational Commitment of the Employees

Level of Organizational Commitment	Frequency	Percentage
Low	238	25.4
Moderate	465	49.6
High	234	25.0
Total	937	100.0

Source: Primary Data

Table 4.4 shows that the results of Organizational Commitment level of the respondents respect to organizational commitment Factors. The levels split in three ranges. The ranges categorized in low, moderate and high. Total 465 respondents out of 937 (49.6%) of the respondent comes under moderate level of Organizational Commitment. Followed by 238 (25.4%) of the respondent comes under low level. to considering the range of high level leads to 234 (25.0%) of the respondent. Maximum number of the respondent are comes under the category of moderate level of Job Involvement Factors and minimum number of respondent are comes under the category of high and low level of the Organizational Commitment.

Discussion

The above table inferred that most of the respondent are comes under the moderate level of organizational commitment. The table shows moderate level of organizational commitment, getting employees passionate about their work. The employer leads a good relationship with clients and the employees of the organization. So this is the key to determine employee's role and organizational goals. Employee will provide insight to what they need to become more effective in their role and participation to get them more committed to the task and attain their goals i.e. the employees action speak louder than words. Here, high level organizational commitment clearly shows that adapts the significance strategy of the employer of the organization. That is the reason the role of the employees and goal of the organization are clearly achieved by the way of high level commitment of the employees.

Meyer and Allen (1991) indicated that there are three components conceptualization of organizational commitment; affective, continuance and normative. Author explained about believe that employees can experience all three forms of commitment to varying degrees. They claimed that given these conceptual differences, the psychological states reflecting the three components of organization will develop the function of quite different antecedents and have different implications for work behavior. Literatures indicate that organizational commitment and involvement is one of the important elements that have impact on organizational change. The author argued that a highly committed employee is more willing to accept organizational change if it is perceived to be beneficial. Similarly, they suggest that organizational commitment will result in willingness to accept organizational health. In sum, a greater degree of organizational commitment should lead to successful organizational readiness for a change process. Therefore, having much about work related attitude and their effect on organizational health, this study was suggests that a positive relationship exists among leadership and organizational commitment.

Table 4.5 Frequency Distribution of Age group in years of the Employees

Age group in Years	Frequency	Percentage
Up to 20	129	13.8
21-30	166	17.7
31-40	237	25.3
41-50	220	23.5
Above 50	185	19.7
Total	937	100

Source: Primary Data

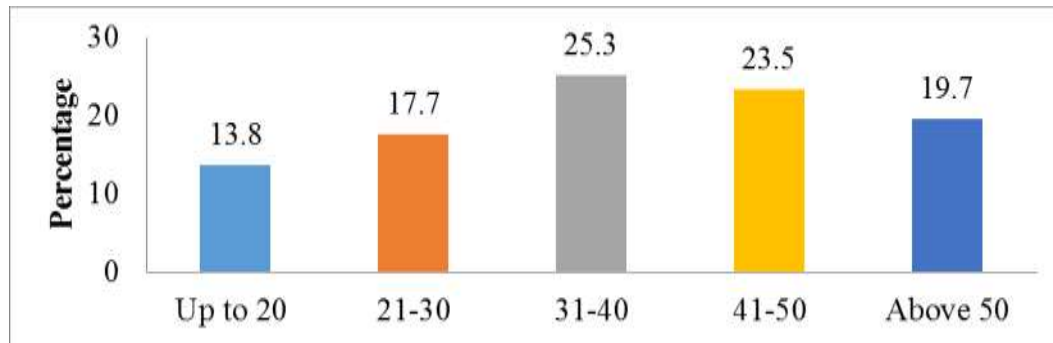


Chart 4.1 Represent the Age group in years of the Employees

The sample group comprised of Age group of the employees among up to 20 to above 50. From the above table, 25.3% of respondents belong in the Age group of 31-40 years, 23.5% of employees belong in the Age group of 41-50 years, and 13.8% of the employees are in the Age group of below 20 years. Maximum numbers of respondents belonging to the age group of 31-40 years and minimum numbers of respondents comes under the Age group of up to 20 years. In respect to employees, increase the strengths and challenges towards to achieve a specific course of action. So the employee's age is not a barrier to accept the environmental changes.

HYPOTHESIS I

Null Hypothesis: There is no Significance Difference among age group of the years with respect to the Factors of Organizational Health, Job Involvement and Organizational Commitment of the Employees

Table 4.6 ANOVA for significant difference between age group of the Employees With respect to the Factors of Organizational Health, Job Involvement and Organizational Commitment of the Employees

Factors of organizational health, job involvement and organizational commitment	Age Group in Years					F value	P-value
	Up to 20	21-30	31-40	41-50	Above 50		
Organizational Adaptiveness	98.69 (12.56)	96.22 (13.18)	97.96 (12.90)	98.33 (12.53)	96.83 (12.77)	1.114	0.348
Organizational Excellence	75.29 (15.73)	75.37 (16.91)	78.28 (15.32)	78.21 (14.75)	76.56 (16.13)	1.584	0.176
Considerate Leadership	16.87 ^c (4.85)	13.46 ^a (5.91)	15.30 ^b (6.18)	16.65 ^c (4.83)	17.70 ^c (4.49)	16.755	<0.001**
Problem Solving Adequacy	21.87 (6.00)	21.45 (6.45)	22.13 (6.18)	22.64 (5.86)	22.23 (6.14)	0.954	0.432
Conflict Resolving Management	17.81 ^d (4.64)	13.83 ^a (5.78)	15.57 ^b (6.22)	16.13 ^{bc} (5.28)	16.90 ^{cd} (4.92)	11.644	<0.001**
Innovativeness	13.47 ^{ab} (5.16)	12.42 ^a (5.00)	14.16 ^{bc} (5.25)	15.40 ^d (5.23)	14.71 ^{cd} (4.66)	9.281	<0.001**
Morale	28.36 ^b (5.16)	24.24 ^a (5.00)	25.86 ^a (5.25)	28.02 ^b (5.23)	28.80 ^b (4.66)	9.543	<0.001**
Communication Adequacy	25.69 ^b (6.28)	23.48 ^a (7.25)	24.69 ^{ab} (6.85)	25.37 ^b (6.50)	24.26 ^{ab} (6.86)	2.782	0.026*
Goal Focus	16.76 ^c (4.88)	13.21 ^a (5.88)	15.19 ^b (6.25)	16.52 ^c (4.84)	17.46 ^c (4.59)	16.772	<0.001**
Resource Utilization	16.87 ^c	13.49 ^a	15.39 ^b	16.60 ^c	17.59 ^c	15.167	<0.001**

	(4.96)	(5.94)	(6.31)	(4.87)	(4.56)		
Initiation and Outgoingness	11.64 ^b (3.30)	10.85 ^a (3.45)	11.79 ^b (2.99)	12.01 ^b (2.95)	11.64 ^b (3.36)	3.447	0.008**
Overall Organizational Health	343.32 ^b (49.82)	318.02 ^a (57.85)	336.32 ^b (59.38)	345.88 ^b (52.44)	344.68 ^b (54.01)	7.588	<0.001**
Psychological Identification	11.16 ^b (5.17)	9.78 ^a (4.30)	11.77 ^b (5.37)	12.98 ^c (5.65)	12.69 ^c (4.86)	11.205	<0.001**
Team Work	18.56 (4.87)	17.37 (5.60)	17.59 (5.18)	17.94 (5.14)	17.30 (5.51)	1.418	0.226
Aspiration	8.34 ^{ab} (4.21)	7.57 ^a (3.56)	8.91 ^b (4.73)	9.95 ^c (4.80)	10.03 ^c (4.20)	10.277	<0.001**
Self Esteem	13.67 ^c (3.86)	10.49 ^a (4.88)	12.19 ^b (5.34)	12.47 ^b (4.63)	14.07 ^c (3.85)	15.438	<0.001**
Detachment	6.64 ^{ab} (2.89)	6.08 ^a (2.49)	7.08 ^b (3.35)	7.74 ^c (3.28)	8.16 ^c (2.93)	12.981	<0.001**
Overall Job Involvement	58.37 ^b (15.83)	51.29 ^a (15.41)	57.54 ^b (18.85)	61.08 ^{bc} (19.31)	62.24 ^c (16.59)	10.440	<0.001**
Affective Commitment	62.22 ^b (12.91)	59.44 ^a (12.65)	62.65 ^b (12.23)	64.37 ^b (11.32)	62.71 ^b (11.91)	3.979	0.003**
Normative Commitment	52.19 ^b (8.91)	49.81 ^a (9.47)	51.76 ^{ab} (8.77)	50.89 ^{ab} (8.77)	50.84 ^{ab} (9.42)	1.694	0.149
Continuance Commitment	40.88 (8.21)	39.04 (9.59)	41.07 (8.85)	41.05 (8.31)	40.01 (8.83)	1.821	0.123
Overall Organizational Commitment	155.30 ^b (24.50)	148.30 ^a (26.96)	155.49 ^b (25.39)	156.31 ^b (23.41)	153.56 ^b (25.32)	2.919	0.020*

Source: Primary Data

- Note:
1. The value within bracket refers to SD
 2. ** Denotes significant at 1% level.
 3. * Denotes significant at 5% level.
 4. Different alphabet among Age Group in Year denotes significant at 5% level using Duncan Multiple Range Test (DMRT).

Table 4.6 displays that Since P-value is less than 0.01, null hypothesis is rejected at 1% level with regard to the dimensions of Considerate Leadership, Conflict Resolving Management, Innovativeness, Morale, Goal Focus Resource Utilization, Initiation and Outgoingness, Overall Organizational Health Psychological Identification, Aspiration, Self Esteem, Detachment, Overall Job Involvement and Affective Commitment. Hence there is Significance Difference among age group of Employees with regard to the dimension of Considerate Leadership, Conflict Resolving Management, Innovativeness, Morale Goal Focus, Resource Utilization, Initiation and Outgoingness, Overall Organizational Health, Psychological Identification, Aspiration, Self Esteem Detachment, Overall Job Involvement and Affective Commitment. Based on the mean value of Considerate Leadership (17.70), Conflict Resolving Management(17.81), Innovativeness, (15.40) Morale (28.80) Goal Focus(17.46) Resource Utilization, (17.59) Initiation and Outgoingness, (11.79) Overall Organizational Health, (345.88) Psychological Identification(12.98) ,Aspiration(10.03) , Self Esteem, (14.07) Detachment, (8.16)Overall Job Involvement(62.24) and Affective Commitment(64.37).Based on the Duncan Multiple Range Test (DMRT), The age group up to 21-30 years is significantly differ with all

other age group of the employee at 5% also the age group of 31-40 and above 50 at 5% level regard to the Factors of considerate leadership and resource utilization. The age group of 21-30 years is significantly differ with all other group of the Employees, 31-40 years is significantly differ with up 20, and above 50 years at 5% level regard with the factor of conflict resolving management.

Since P- value is less than 0.05, the null hypothesis rejected at 5% level with regard to the Factors of Communication Adequacy and Overall Organizational Commitment. Hence there is Significance Difference between age group of the Employees with regard to the Factors of Communication Adequacy and Overall Organizational Commitment. Based on the mean value consist of Communication Adequacy (25.69) and Overall Organizational Commitment (156.31). Based on the Duncan Multiple Range Test (DMRT), The age group up to 21-40 years is significantly differ with up to 31-40 years and above 50 years at 1% level, with respect to dimensions of communication adequacy and overall organizational commitment.

There is no Significance Difference between age group in years of Employees with regard to Factors of Organizational Adaptiveness, Organizational Excellence, Problem Solving Adequacy, Team Work, Normative Commitment and Continuance Commitment. Since P-value is greater than 0.05. Hence the null hypothesis was accepted with regard to the Factors of Organizational Adaptiveness, Organizational Excellence, Problem Solving Adequacy, Team Work, Normative Commitment and Continuance Commitment.

Discussion

Organizational Health, Job Involvement and Organizational Commitment are influenced by the age group of the Employees of the organization. organizational excellence is try to convey that an organization need to put an acceptable level and appreciable performance, otherwise there will be a enormous amount pressure(competition)from its competition and this pressure will be negatively test its survival and sustainability. It is an order of the day, all organization have to bring and implement required as well as relevant amount of changes and keep on its existing performance and to ensure their progress. The optimum level of changes or only the key for better performance of any organization at the same time the internal environment (working force) must come forward and extent the concerned and co- operation for those meaning full

changes it is the moral responsibility of the organization to mold – up the Employees to positively accept the changes for getting maximum amount co- operation.

The age of the Employees are playing a vital role generally the Non – accept or a kind of resistance is only emerged from old age Employees due to various unwanted fears and doubts. So there are always looking Non cooperative and to the some extend they cannot be convinced and compromised fortunately this organization is having more young age group of Employees and they are always interested to accept the changes which are in corporate by the organization. Hence this organization is concerned the problem of Non adaptiveness is looking very minimum and able to generate maximum amount of adaptiveness. So when the adaptiveness is looking so conductive the organizational excellence becomes so brighter.

Shahram Ranjdoust (2014) examined that there is a Significance Difference between age group of the respondent and organizational health Factors. The study has proven them mixed result of the variables adaptiveness and considerate leadership and to know the Relationship between Organizational Health and Job Satisfaction. Organizational health of their organization's ability to survive and healthy enterprise and long term symptoms in a healthy organization from its shows organizational characteristics that are healthy atmosphere can be expressed as follows: The exchange of information is reliable and creative to make the necessary changes according to information obtained. Unity is a commitment to organizational goals. Consideration indicates reflects respect, mutual trust and co-operation and honestly given to Employees. Influence a manager the manager's ability to influence decisions. Leaders were encouraging and the effectiveness of the works but are independent in thought and action. Organizational health is the ability to adjust and adapt with the environment in ways that protect the organizational health.

Mowday conducted a study on an affective or emotional attachment to an organization the majority of the demographic variables play a relatively minor role in the development of organizational commitment among them, however, age is becoming an important variable as the average age of the workforce in the developed world is on the rise. A better understanding of relation between age and organization commitment will help to further our understanding of age - commitment (e.g., differences in the productivity of older and younger Employees) and organizational commitment changes over time. So the researcher concluded that the present

study proved, there is a Significance Difference between gender and organizational health Factors of the Employees of the organization.

STRUCTURAL EQUATION MODEL (SEM) ON ORGANIZATIONAL HEALTH AND JOB INVOLVEMENT ON ORGANIZATIONAL COMMITMENT

The variables used in the structural equation model are

I Observed, endogenous variables

- | | |
|-----|-------------------------------|
| 1. | Organizational adaptiveness |
| 2. | Organizational excellence |
| 3. | Problem solving adequacy |
| 4. | Considerate leadership |
| 5. | Conflict resolving management |
| 6. | Innovativeness |
| 7. | Morale |
| 8. | Communication adequacy |
| 9. | Goal focus |
| 10. | Resources utilization |
| 11. | Initiation and outgoingness |
| 12. | Psychological identification |
| 13. | Team work |
| 14. | Aspiration |
| 15. | Self esteem |
| 16. | Detachment |
| 17. | Affective commitment |
| 18. | Normative commitment |
| 19. | Continuance commitment |
| 20. | Organizational commitment |

II Observed, exogenous variables

Organizational commitment

III Unobserved, exogenous variables

1. e1: organizational health

2. e2: organizational adaptiveness
3. e3: organizational excellence
4. e4: considerate leadership
5. e5: problem solving adequacy
6. e6: conflict resolving management
7. e7: innovativeness
8. e8: morale
9. e9: communication adequacy
10. e10: goal focus
11. e11: resource utilization
12. e12: initiation and outgoingness
13. e13: Job involvement
14. e14: Psychological identification
15. e15: Team work
16. e16: Aspiration
17. e17: Self esteem
18. e18: Detachment
19. e19: Affective commitment
20. e20: Normative commitment
21. e21: Continuance commitment
22. e22: Organizational commitment

Hence number of variable in the SEM is

Number of variables in model	:	42
Number of observed variables	:	19
Number of unobserved variables	:	23
Number of exogenous variables	:	22
Number of endogenous variables	:	20

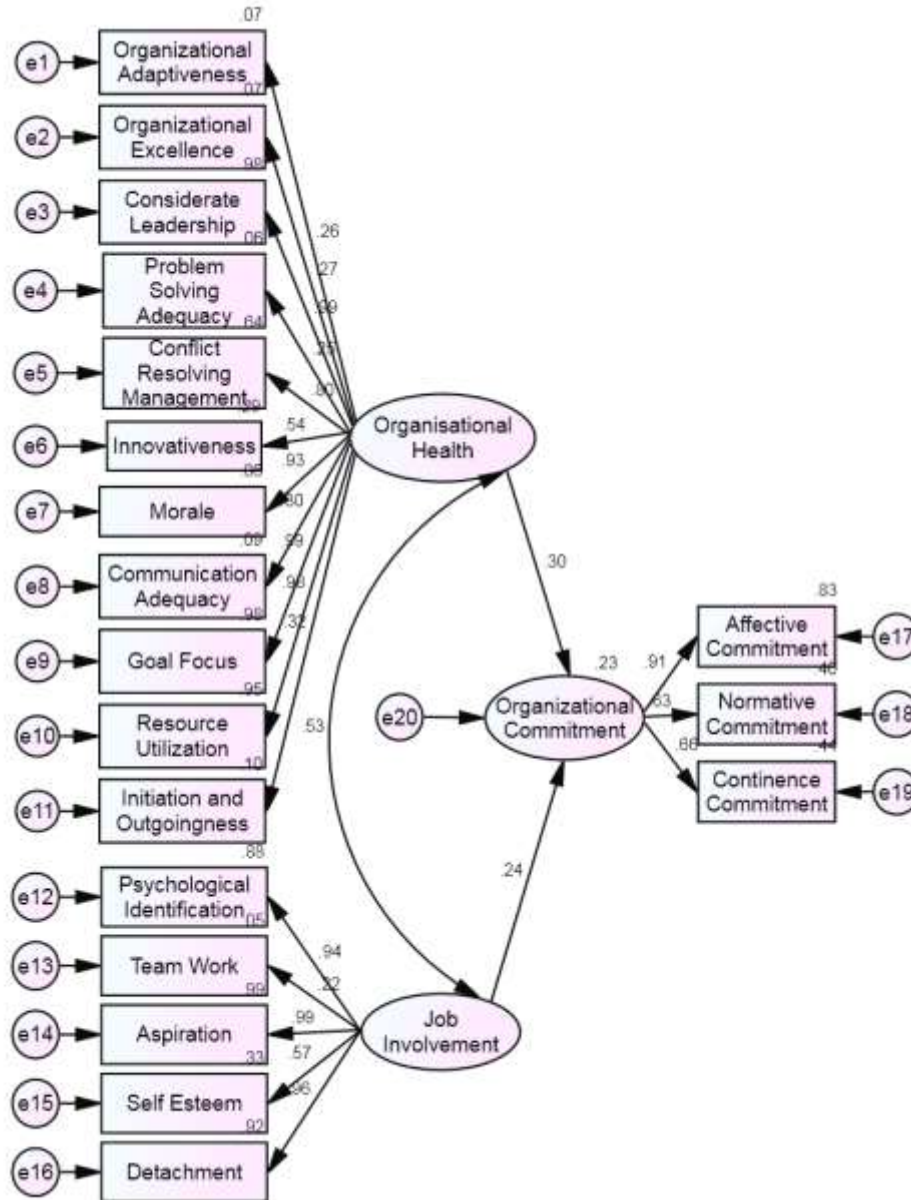


Fig. 4.2 Structural Equation Model on Impact of Organizational Health and Job Involvement on Organizational Commitment

Table 4.7 Variables in the Structural Equation Model Analysis

Variables			Unstandardised co-efficient (B)	S.E of B	Standardised co-efficient (Beta)	t value	P-value
Organizational adaptiveness	<---	OH	3.338	0.412	0.261	8.097	<0.001**
Organizational excellence	<---	OH	4.181	0.506	0.266	8.259	<0.001**
Problem solving	<---	OH	1.537	0.198	0.251	7.781	<0.001**

Variables			Unstandardised co-efficient (B)	S.E of B	Standardised co-efficient (Beta)	t value	P-value
adequacy							
Considerate leadership	<---	OH	5.456	0.129	0.989	42.314	<0.001**
Conflict resolving management	<---	OH	4.462	0.151	0.797	29.455	<0.001**
Innovativeness	<---	OH	2.792	0.156	0.541	17.858	<0.001**
Morale	<---	OH	7.855	0.209	0.928	37.563	<0.001**
Communication adequacy	<---	OH	2.020	0.218	0.298	9.278	<0.001**
Goal focus	<---	OH	5.511	0.130	0.992	42.558	<0.001**
Resources utilization	<---	OH	5.447	0.132	0.976	41.261	<0.001**
Initiation and outgoingness	<---	JI	1.037	0.102	0.324	10.149	<0.001**
Psychological identification	<---	JI	4.917	0.129	0.937	38.188	<0.001**
Team work	<---	JI	1.173	0.171	0.222	6.854	<0.001**
Aspiration	<---	JI	4.444	0.104	0.994	42.608	<0.001**
Self esteem	<---	JI	2.730	0.143	0.572	19.065	<0.001**
Detachment	<---	JI	2.996	0.075	0.958	39.754	<0.001**
Affective commitment	<---	OC	1.000	-	0.911	-	<0.001**
Normative commitment	<---	OC	0.522	0.029	0.661	18.047	<0.001**
Continuance commitment	<---	OC	0.513	0.030	0.630	17.394	<0.001**
OC	<---	OH	3.383	.423	.304	7.993	<0.001**
OC	<---	JI	2.721	.421	.245	6.467	<0.001**

Source: Primary Data

Note: ** Denotes significant at 1% level

Organizational health on organizational commitment

The coefficient of organizational adaptiveness is 3.338 which represent the partial effects of organizational adaptiveness on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 3.338 for every unit increase in organizational adaptiveness and this coefficient value is significant at 1% level. The coefficient of organizational excellence is 4.181 which represent the partial effects of organizational excellence on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 4.181 for every unit increase in organizational excellence and this coefficient value is significant at 1% level. The coefficient of Problem

solving adequacy is 1.537 which represent the partial effects of Problem solving adequacy on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 1.537 for every unit increase in Problem solving adequacy and this coefficient value is significant at 1% level. The coefficient of considerate leadership is 5.456 which represent the partial effects of considerate leadership on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 5.456 for every unit increase in considerate leadership and this coefficient value is significant at 1% level. The coefficient of Conflict resolving management is 4.462 which represent the partial effects of Conflict resolving management on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 24.462 for every unit increase in Conflict resolving management and this coefficient value is significant at 1% level. The coefficient of Innovativeness is 2.792 which represent the partial effects of Innovativeness on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 2.792 for every unit increase in Innovativeness and this coefficient value is significant at 1% level.

The coefficient of Morale is 7.855 which represent the partial effects of Innovativeness on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 7.855 for every unit increase in Morale and this coefficient value is significant at 1% level. The coefficient of Communication adequacy is 2.020 which represent the partial effects of Communication adequacy on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 2.020 for every unit increase in Communication adequacy and this coefficient value is significant at 1% level. The coefficient of Goal focus is 5.511 which represent the partial effects of Goal focus on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 5.511 for every unit increase in Goal focus and this coefficient value is significant at 1% level. The

coefficient of Resources utilization is 5.447 which represent the partial effects of Resources utilization on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 5.447 for every unit increase in Resources utilization and this coefficient value is significant at 1% level. The coefficient of Initiation and outgoingness is 1.037 which represents the partial effects of Initiation and outgoingness on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 1.037 for every unit increase in Initiation and outgoingness and this coefficient value is significant at 1% level.

Job involvement on organizational commitment

The coefficient of Psychological identification is 4.917 which represents the partial effects of Psychological identification on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 4.917 for every unit increase in Psychological identification and this coefficient value is significant at 1% level. The coefficient of Team work is 1.173 which represents the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 1.173 for every unit increase in Team work and this coefficient value is significant at 1% level. The coefficient of Aspiration is 24.444 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 4.444 for every unit increase in Aspiration and this coefficient value is significant at 1% level. The coefficient of Self esteem is 2.730 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 2.730 for every unit increase in Self esteem and this coefficient value is significant at 1% level. The coefficient of Detachment is 2.996 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 2.996 for every unit increase in Detachment and this coefficient value is significant at 1% level.

Influences of organizational commitment

The coefficient of Affective commitment is 1.000 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 1.000 for every unit increase in Affective commitment and this coefficient value is significant at 1% level. The coefficient of Normative commitment is 0.522 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 0.522 for every unit increase in Normative commitment and this coefficient value is significant at 1% level. The coefficient of Continuance commitment is 0.513 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 0.513 for every unit increase in Continuance commitment and this coefficient value is significant at 1% level.

Discussion

The focus of this research work is to understand the impact of organizational health and job involvement on organizational commitment. The analysis reveals how appropriate organizational health and job involvement of an organization can improve the organizational commitment (affective, normative and continuance commitment) level of the executives, supervisors and workers.

Affective Commitment of Organizational Commitment is seen to have reflects the willingness on the part of the managers is the part of this sample, to spend the rest of their careers with their respective organizations. The Employees sense of a pride and enjoyment in discussing their organization with the people outside it, also reflects their sense of association and hence, commitment with the organization. It was also observed in some cases that Employees do not feel like “Part of the family” and ‘emotionally attached’ to their respective organizations.

Normative Commitment of Organizational Commitment is seen to have the loyalty is important for the managerial Employees and they feel a sense of moral obligation to remain with the organization. Also, the Employees felt that even if they got another offer for a better job elsewhere; they would not feel it was right to leave their organization. Some Employees opined

that jumping from one organization to another does not seem unethical to them. Normative commitment is reflected by the value judgment given by the Employees that jumping from one organization to another to seems unethical to them.

Continuance Commitment of Organizational Commitment, Regarding to measure, some Employees were the opinion that Commitment to one's current organization is sometimes due to the considerable personal sacrifice that would be required for leaving the job and also another organization may not match the overall benefits, enjoyed in the present job. It is also observed, that at present staying with their current organizations is a matter of necessity as much as desire and one of the few serious consequences of leaving would be the scarcity of available alternatives. Continuance commitment is visibly low in organizations as some managers said that they are not afraid of what might happen if they quit their job without having another one lined up.

Table 4.8 Model fit summary of SEM

Indices	Value	Suggested value
Chi-square value	448.507	-
DF	149	-
Chi-square value/DF	3.010	< 5.00 (Hair et al., 1998)
GFI	0.943	> 0.90 (Hu and Bentler, 1999)
AGFI	0.921	> 0.90 (Hair et al. 2006)
NFI	0.953	> 0.90 (Hu and Bentler, 1999)
CFI	0.938	> 0.90 (Daire et al., 2008)
RMR	0.066	< 0.08 (Hair et al. 2006)
RMSEA	0.051	< 0.08 (Hair et al. 2006)

From the above table it is found that the chi-square value/ df is (3.010) which is lesser than 5.00 which indicates perfectly fit. Here GFI (Goodness of Fit Index) value (0.943) and Adjusted Goodness of Fit Index (AGFI) value (0.921) is greater than 0.9 which represent it is a good fit. The calculated Normed Fit Index (NFI) value (0.953) and Comparative Fit Index (CFI) value (0.938) indicates that it is a perfectly fit and also it is found that Root Mean square

Residuals (RMR) (0.066) and Root Mean Square Error of Approximation (RMSEA) value is (0.051) which is less than 0.08 which indicated it is perfectly fit.

Findings

Level of Organizational Health, Job Involvement and Organizational Commitment

Maximum number (49.7) of the respondent are class under the moderate level of organizational health and minimum number (25.2) of respondent are comes under the category of biggest level of organizational health.

Highest number (44.5) of the respondent are comes under the category of moderate level of overall job involvement factors and minimum number (24.8) of respondent are comes under the category of maximal level of job involvement.

Greatest number (49.6) of the respondent are groups under the moderate level of overall job involvement factors and minimum number (25.0) of respondent are comes under the category of high and low level of the organizational commitment.

ANOVA for Significant Difference among Age Group of the Years with respect to the Factors of Organizational Health, Job Involvement and Organizational Commitment of the Employees

It is found that the age group of the respondents and organizational health, job involvement and organizational commitment. with regard to the dimensions of Considerate Leadership, Conflict Resolving Management, Innovativeness, Morale, Goal Focus, Resource Utilization, Initiation and Outgoingness, Overall Organizational Health, Psychological Identification, Aspiration, Self Esteem

Etzioni (1975) classified organizational activities into two categories: instrumental and expressive. In their research, Uline, Miller & Tschenan-Moran (1998) referred to the instrumental category as actions by which a school considers and responds to inputs from its environment and expressive activities as actions that contribute to the development of the organizational health. These activities foster clarification of the organizational norms and values to promote the employee wellness.

STRUCTURAL EQUATION MODEL (SEM) ON ORGANIZATIONAL HEALTH AND JOB INVOLVEMENT ON ORGANIZATIONAL COMMITMENT

The coefficient of organizational commitment is 2.721 which represents the partial effects of job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job involvement would increase by 2.721 for every unit increase in job satisfaction and this coefficient value is significant at 1% level.

The coefficient of organizational commitment is 3.383 which represent the partial effects of organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 3.383 for every unit increase in job satisfaction and this coefficient value is significant at 1% level.

SEM causality refers to the most likely explanation of the relationship between variables separating out direct and indirect effects. SEM does not prove causality (Biddle and Marlin, 1987) and relies on the researcher to describe the casual direction of relationship between independent variable and dependent variables based on the literature (Biddle and Marlin, 1987). SEM has been shown to more accurately estimate casual effects among constructs by controlling random and systematic measurement errors (Holye, 1995). SEM is a collection of statistical techniques which incorporates and integrates factor analysis, path analysis and regression (Tabachnick and Fidell, 2001). SEM would therefore be appropriate techniques to explain relationship among multiple variables.

Using the statistical packages LISREL 8.71, researcher can utilize SEM to test the hypothesis on the relationship among observed and latent variables and a set of regression equations simultaneously (Hoyle 1995). Latent variables are the qualities, characteristics, constructs and factors revealed through responses to items in the survey instruments. Thus, the three constructs under consideration, with 49 respondents, job involvement with 10 respondents and organizational commitment with 15 respondents that may characterized as latent variables, that may indicate work commitment. These items are individually referred to as manifest or observed variables (Tabachnick and Fidell, 2001, Kellyoway 1998) recommended sample size of

at least 200. In addition the large sample sizes allow more detailed analysis of non- normal distribution.

Assessment of the SEM model involves two components, the measurement model and structural model. The measurement model describes the part of the model that relates observed variables to the constructs. The structural model illustrated that hypothesis relationship among the constructs. All variables in the structural model are either independent or dependent. Independent variables are explanatory or exogenous variables (i.e work values). Dependent variables are (job involvement and organizational commitment) are endogenous variables which are explained by other variables in the model. Direct, indirect and total effects of the independent variables on the dependents variables were tested. The sum of the direct and indirect effects of an independent variable on dependent variable is termed the total effect of the independent variable (Hoyle, 1995)

Randall and Cote (1998) revised model proposed by Cohen (1999) presented as structural model of work commitment in which organizational commitment is postulated as the outcomes of job involvement and the influences of work values on organizational commitment

Suggestion

- The foundation of strong relationship between age group of the employees and organization health, just ask employees how they feel. If they say they feel respected, appreciated, recognized, and connected, it's a good bet your company's organizational health categorizes under high ranks. And if that's true, the business is most likely benefiting as a result, because when people feel valued, productivity, innovation, and profitability increase.
- The overall health of the organization improves with these interventions. It also promotes open communication and consequent growth of both the individual and the organization. When employees have an active say in managing their overall performance, there is bound to be an increased sense of involvement and consequently stronger Organizational Commitment at all levels in the management system.
- Organizational Adaptiveness of the employees in organization is providing adequate training to the employees. 31-40 year's age group of the employees is ready to accept the

changes in the working environment. But the employees of 41-50 years age groups of the employees are not interested to learn as well as to find the difficulties to adopt the changes in their working environment. The competitive field has to introduce many innovative things in their operations. So the company provides adequate training and development program to all the age group of the employees.

- Successful organizations understand that organizational health improvement by the way of enriching the job involvement level is not simply the responsibility of the human resources department. Executive managers and leaders must communicate the importance of involvement at every level within the organization. An organization's leaders can choose to communicate their dedication to workplace involvement using a variety of strategies. Executives may choose to create a department solely focused on the company's efforts or may choose to issue focused statements to lower-level employees. These strategies display on organization's commitment of the employees.

Conclusion

In today's economy, business is more competitive than ever and employees are considered as most valuable asset of the organization. Organizational health promotion is important to individual and organization to succeed. The evidence is clear that the demographic profiles are significantly influencing the organizational health measures of the employees. Organization provide healthy environment to the employees because the organization to know embodies a culture that empower employees which leads to wellbeing and encouraging them to perform at their best. Considerate leadership is most important factors in organizational health and also play a vital role in the development of organizational health factors like (adaptiveness, problem solving adequacy, resource utilization, goal focus, communication adequacy and morale).

Quality of leadership has been linked to an array of outcomes within job involvement to achieve the organizational commitment. Conflict resolving management perceived to be healthy and its supports for effective balancing of employees for productivity corners, they tend to create an engaging place to work for employees and greater returns for the organization. Organizational excellence and HRM practices are stimulate to attaining their efforts on developing the employees effectively.

The environment know the employees are valuable assets of the organization that is the reason they are providing the healthy management to the employees of the organization, “Happiest employees are productive employees” based on that slogan they are providing enriched healthy organization to the employees.

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