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RESEARCH ARTICLE

Impact of Organizational Health on Organizational Commitment

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ARTICLE INFO ABSTRACT Received: Jan 3, 2025 This study attempts to reveal the impact of organizational health on organizational commitment. A descriptive analytical approach was used to Accepted: Feb 18, 2025 achieve the study objectives and answer the questions. The SPSS program was used to analyze the data and reach the results. The study community consists of all workers in service companies. A random sample of 250 Keywords workers was drawn. The questionnaire was distributed electronically to the Organizational Health study sample members. (192) were retrieved, all valid for statistical analysis purposes, representing (76.8%) of the total study sample. The Organizational Commitment results of the study show a substantial correlation among organizational health and organizational commitment in Jordan's service companies. The Service Companies hypotheses discussed define that successful communication, participation **Jordan** of employees in decisional processes and the continuous process of staff competency development are of paramount importance in improving commitment levels. In order to increase organizational commitment, *Corresponding Author: service companies in Jordan should operationalize wide communication plans that facilitate sharing of information, direction, and feedback. In Tallouzimahmoud@gmail.co addition, creating a participating culture in which workers are not seen as passive office features, but rather are made to feel valued in processes of decision-making can dramatically contribute to increase rates of

INTRODUCTION

Modern organizations seek to keep up with everything new and effective within the scope of their interests, with the aim of achieving effectiveness that contributes to creating a competitive advantage. In order to achieve this, these organizations must adhere to the globally approved conditions, by providing an appropriate work environment and following an organizational policy based on rationality and foresight and free of fundamental contradictions, which contributes to creating a healthy work environment that makes the impossible possible (AlHamad et al., 2022). An organization that has the ability to change and adapt to the fluctuations of the modern era with all flexibility will make itself an ideal economic pole. Organizational health is a state that the organization experiences, according to its duties and responsibilities, and makes it ready to remain appropriately present in different environments and situations, so it must be taken care of, which increases the level of organizational commitment among individuals (Rathmann et al., 2020). The current era is characterized by developments and increasing competitive atmosphere between organizations towards providing the best, there was interest in organizational structures and modern equipment and machines, but recently, attention has begun to be paid to other aspects, namely interest in individuals working in these organizations (Rieder & Skop, 2021).

The concept of organizational health has received the attention of researchers as one of the modern approaches in the science of organizational behavior, which provides a conceptual framework for the prevailing climate in the organization, as it is one of the main approaches to studying and analyzing the work environment, to respond to the internal and external environmental variables of the organization (Sinclair et al., 2020). Organizational commitment, on the other hand, is considered one of the important matters addressed by research and studies due to its importance in increasing efficiency and effectiveness (Herrera & De Las Heras-Rosas, 2021), and some describe it as a type of

psychological connection that the individual feels to the organization's union, and many studies have confirmed the importance of organizational commitment, which sees that the organizational commitment of employees increases the effectiveness of the organization, as it makes the individual strive with maximum energy in order to achieve the organization's goals, which is reflected in its effectiveness. This is because organizational commitment drives the individual to integrate into work and adopt the organization's values, which affects his motivation to work (Nahak & Ellitan, 2022).

Organizational commitment is also an important indicator of whether individuals will remain in their organizations and be in harmony with their culture or leave them and look for other organizations to work in. Based on the above, the importance of standing on the concept of organizational health and its dimensions appears, and whether there is a direct impact on organizational commitment, meaning that this study will attempt to reveal the impact of organizational health on organizational commitment.

LITERATURE REVIEW

Organizational health

Organizational health is a metaphor for management and behavior, grounded in the administrative value system and managerial and behavioral patterns of the administrative thinkers. It outlines the properties of human-centered organizations, like biological organisms that need nurturing (Rathmann et al., 2020). The work environment signals the health of the organization and its influence on organizational culture, by providing an encouraging and trusting organizational climate and by promoting an approach that engages employees to fulfill their role and complete their work while contributing in a meaningful way to the achievement of both organizational and personal goals. Since the goals of the organization depend on the management environment and access to opportunities, all staff work without rigid control that helps share feelings of responsibility, ownership, and attachment toward their work and the organization, which then improves their production and contributes to the realization of the organizational goals (AlHamad et al., 2022). A cohesive health climate is supportive of leadership, quality improvement, workforce development, and an ethical, tapa free health care climate in health facilities. Health authorities can be trusted to deliver information and data, adaptable to changing circumstances, create their support for new thinking, accept experience and failure as steps to success, and value the work of individuals (Brega et al., 2019). According to AlHamad (2022), there are (11) indicators of organizational health: communication, organizing participation, loyalty, and commitment, credibility or organization reputation, temperament, ethics, job identification or awareness, purpose, leadership, staff competence improvement or development, resources application

Organizational commitment

Organizational commitment is an important issue that has been much discussed for many years. Organizational commitment has been defined in different ways, and the following definitions are provided. The intention to achieve the purpose and the tenets of the organization, together with building commitment, represents a work's engagement in the organization's values and its purpose using his/her actions while working in the organization (Hajji, 2022). The characteristic is a maximum willingness to participate and maximum confidence in the mission of the organization, in the ambitions of the organization, and in the ability of the organization to realize that aims. The full commitment to membership in the organization in the context of this idea is commitment to all that is entailed both by responsibilities and commitments to the idea (Dodin, 2020). The value of these workers is evident in their consistent tenacity, relatively high productivity, and proactive assistance. Organizational commitment is the positive attitude that an employee develops towards his/her workplace, which arises from the alignment of his/her values and beliefs with those of his/her organization (Sadaf et al., 2021). The person shows a strong tendency to contribute to the achievement of organization objectives, and feels good "Affiliate" in some way with and "Loyal" to the organization.

Hypotheses development

Organizational health is a unique concept that offers a comprehensive perspective of an organization's health. In healthy organizations, workers show commitment, responsibility, and output, with accompanying high levels of morale and performance. Pordeli & Vazifeh (2017)

analyzed variables including institutional unity, consideration, construct, support of resources, and moral influence on organizational commitment of employees by hypothesizing. The research findings confirmed all hypotheses, indicating that organizational health and its dimensions impact organizational commitment. Results of Xiu et al. (2019) showed that employees' perceptions of organizational support for employee health positively related to both turnover intention and job performance and that affective commitment fully mediated the relationships between organizational support for employee health perceptions and both dependent variables. On the other hand, Farokhzadian et al. (2023) stated that healthy organizations have employees with high organizational commitment. The findings of Shams et al. (2023) indicated that all hypotheses were validated, with a principal hypothesis asserting that organizational health positively and significantly influences work satisfaction, mediated by organizational commitment. Banisi (2024) found that the model of organizational health, which incorporates organizational commitment and deviant behaviors mediated by job stress in anxious managers, demonstrated a favorable fit. The variables of organizational commitment and deviant behaviors significantly influenced work stress and organizational health, while job stress also had a direct and substantial effect on organizational health (P<0.001). In addition, both organizational commitment and deviant behavior variables, through the mediation of job stress, significantly mediated their direct and indirect influence on organizational health (P<0.001).

According to the above, the following hypotheses can be reached:

- H1: Tere is an impact of organizational health on organizational commitment at the level $(\alpha \le 0.05)$.
- H1.1: There is an impact of communication on organizational commitment at the level $(\alpha \le 0.05)$.
- H1.2: There is an impact of organizing participation on organizational commitment at the level ($\alpha \le 0.05$).
- H1.3: There is an impact of staff competence improvement on organizational commitment at the level ($\alpha \le 0.05$).

STUDY METHODOLOGY

A descriptive analytical approach was used to achieve the study objectives and answer the questions. The descriptive approach was based on studying the research topic, relying on an appropriate tool to collect data and information, with the aim of studying the relationship between the study dimensions and their variables. The analytical approach was used to process the data collected, analyze it, and test the hypotheses to reach the study results and provide appropriate recommendations for those results.

The descriptive approach was used to describe the main variables represented by organizational health and organizational commitment and their sub-dimensions and to determine the level of interest of employees in service companies. The analytical approach was used to reveal the impact of organizational health on organizational commitment in service companies. The SPSS program was used to analyze the data and reach the results.

Study population and sample

The study community consists of all workers in service companies. A random sample of 250 workers was drawn. The questionnaire was distributed electronically to the study sample members. (192) were retrieved, all valid for statistical analysis purposes, representing (76.8%) of the total study sample.

Data collection sources

The researcher used two types of sources to obtain the data needed to conduct the study, which are:

• **First: Secondary sources:** These are the scientific sources (literary and theoretical) that the researcher relied on to obtain the necessary data to prepare the theoretical aspect of the current study and to enhance its objectives by reviewing its most prominent results and preparing the study tool and to develop hypotheses specific to the study and enrich the

- discussion process, and these sources were represented in books, university dissertations, scientific research, articles, refereed periodicals, and various bulletins that addressed the study topics.
- **Second: Primary sources:** These are the sources that the researcher relied on to obtain the primary data from the study community and necessary to prepare the practical aspect of the current study, and these sources were represented in the questionnaire that was prepared and developed by reviewing the literature and previous studies so that it covers all aspects addressed by the theoretical framework and the questions and hypotheses on which the study is based, and through it the researcher aims to identify the opinions and attitudes of the study sample members regarding the dimensions and variables of the study model.

Study tool

To achieve the study objectives and answer its questions, the researcher developed a questionnaire to collect primary data in light of the study variables directed at workers in service companies, by making use of scientific studies related to the study topics, dimensions, and variables, and taking into account the opinions of experts and specialists, then distributing it to the study sample members.

Study tool reliability test

The study tool stability test aims to verify the degree of coherence and consistency between the paragraphs of the study tool and its ability to measure the desired variables, by finding the Cronbach Alpha coefficient, as the study tool is characterized by stability if the Cronbach Alpha coefficient reaches (0.70) or more, and the closer the coefficient value is to (100%), the higher the stability of the study tool (Sekaran & Bougie, 2016), and Table (1) shows the values of the study tool stability coefficients as follows:

Domain	Alpha Value
Communication	0.784
Organizing participation	0.850
Staff competence	0.762
Organizational health	0.934
Organizational commitment	0.852
Total	0.935

Table 1: Cronbach's alpha coefficient for the study areas

Table No. (1) shows that the values of the Cronbach's alpha internal consistency coefficient for the paragraphs of the study dimensions and fields were acceptable, as they ranged between (0.784 - 0.935), and all of these values are good and provide sufficient internal consistency for the responses of the study sample members to the paragraphs of each field of the study, which confirms the stability and internal consistency of the variables within the scale. The alpha value for the paragraphs of the tool as a whole reached (0.935), and therefore all values are greater than the conventional measure of stability of (0.70), and this confirms the consistency between the paragraphs of the study fields and the reliability and possibility of relying on it to conduct the statistical analysis of the study.

Testing study hypotheses

This part of the study presents the results of the hypothesis testing, which were reached through the application of inferential statistical methods for hypothesis testing. These hypotheses aim to identify the Impact of Organizational Health on Organizational Commitment. The following are the results of the study's hypothesis testing:

Main hypothesis test results

This hypothesis states that: "There is statistically significant effect at the significance level ($\alpha \le 0.05$) of organizational health on organizational commitment".

To test this hypothesis, multiple regression analysis was used. The results appeared as follows:

DV	Model Summary				ANOVA			
	R	R ²	Adjusted R ²	Standard error	Degree of freedom	F	Sig F	
organizational commitment	0.816	0.667	0.661	0.350	3	125.280	0.000	

Table 2: Results of regression analysis for the main hypothesis H01

Table No. (2) shows that there is a strong positive correlation between organizational health on organizational commitment, as the value of the correlation coefficient reached (0.816), and the value of determination reached (0.667), which indicates that (organizational health) explained (66.7%) of the change in organizational commitment, while the value of the adjusted determination coefficient reached (0.661), and the difference between it and the determination coefficient reached (0.005), which is a very small value, and this indicates the ability of the model variables to predict the values of the dependent variable

The table also shows the significance of the model, as the calculated F value reached (125.280) and at a significance level (Sig F = 0.000) it is less than 0.05, which indicates the existence of a statistically significant effect of organizational health on the organizational commitment at a significance level ($\alpha \le 0.05$), and at 3 degrees of freedom.

IV	В	Standard error	Beta	Т	Sig T
communication	0.277	0.062	0.269	4.480	0.000
organizing participation	0.325	0.053	0.397	6.087	0.000
staff competence	0.246	0.053	0.264	4.648	0.000

Table 3: Results of regression coefficients for the main hypothesis H01

Table (3) shows the values of the regression coefficients for the sub-dimensions of the variable (organizational health). It is clear from the table that the value of B at the communication dimension reached (0.277), which indicates that an increase in communication by one unit leads to organizational commitment of (27.7%) units, and the calculated T value at this dimension reached (4.480) with a significance level of (0.000) and is less than 0.05, which indicates the presence of a positive moral effect at a significance level of ($\alpha \le 0.05$) for communication on organizational commitment.

The table shows that the value of B at the organizing participation dimension reached (0.325), which indicates that an increase in organizing participation by one unit leads to organizational commitment of (32.5%) units, and the calculated value of T at this dimension reached (6.087) at a significance level of (0.000), which is less than 0.05, indicating that there is a positive moral effect at a significance level of ($\alpha \le 0.05$) for organizing participation on organizational commitment.

The table shows that the value of B at the staff competence dimension reached (0.246), which indicates that an increase in staff competence by one unit leads to organizational commitment of (24.6%) units, and the calculated value of T at this dimension reached (4.648) and at a significance level of (0.000), which is less than 0.05, indicating that there is a positive moral effect at a significance level of ($\alpha \le 0.05$) for staff competence on organizational commitment.

To test the sub-hypotheses branching off from the main hypothesis, it is as follows:

H01.1: There is a statistically significant effect at the significance level ($\alpha \le 0.05$) of communication on organizational commitment.

H01.2: There is a statistically significant effect at the significance level ($\alpha \le 0.05$) of staff competence improvement on organizational commitment.

H01.3: There is a statistically significant effect at the significance level ($\alpha \le 0.05$) of staff competence improvement on organizational commitment.

^{*}The effect is statistically significant at a significance level of ($\alpha \le 0.05$)

To test these hypotheses, simple linear regression analysis was used, and the results showed the following:

IV	R	R ²	Adjusted	ANOVA		Coefficients			
			R ²	F	Sig. F*	В	Beta	Т	Sig. T*
communication	0.696	0.485	0.482	178.803	0.000	0.717	0.696	13.372	0.000
organizing participation	0.757	0.573	0.751	255.362	0.000	0.620	0.757	15.980	0.000
staff competence	0.676	0.456	0.454	159.517	0.000	0.631	0.696	12.630	0.000

Table 4: Results of regression analysis for hypotheses H01.1, H1.2 and H1.3

Table No. (4) shows that there is a strong positive correlation between communication and organizational commitment, as the value of the correlation coefficient reached (0.696), and the value of the coefficient of determination reached (R^2 =0.485), which indicates that communication explained (48.5%) of the change in organizational commitment. As for the value of the adjusted coefficient of determination, it reached (Adj. R^2 =0.482) and the difference between it and the coefficient of determination reached (0.003), which is a very small value, and this indicates the ability of the model variables to predict the values of the dependent variable. The table also shows the significance of the model, as the calculated F value reached (178.803) with a significance level of (0.000), which is less than 0.05, and this indicates the existence of a statistically significant effect of communication on organizational commitment at a significance level of ($\alpha \le 0.05$).

As shown in Table No. (4), there is a strong positive correlation between organizing participation and organizational commitment, as the value of the correlation coefficient reached (0.757), and the value of the coefficient of determination reached (R^2 =0.573), which indicates that organizing participation explained (57.3%) of the change in organizational commitment. As for the value of the adjusted coefficient of determination, it reached (Adj. R^2 =0.571) and the difference between it and the coefficient of determination reached (0.002), which is a very small value, and this indicates the ability of the model variables to predict the values of the dependent variable. The table also shows the significance of the model, as the calculated F value reached (255.362) with a significance level of (0.000), which is less than 0.05, and this indicates the existence of a statistically significant effect of organizing participation in organizational commitment at a significance level of ($\alpha \le 0.05$).

In addition, Table No. (4) shows a strong positive correlation between staff competence and organizational commitment, where the value of the correlation coefficient reached (0.696), and the value of the coefficient of determination reached (R^2 =0.456), which indicates that staff competence explained (45.6%) of the change on organizational commitment. As for the value of the adjusted coefficient of determination, it reached (Adj. R^2 =0.454) and the difference between it and the coefficient of determination reached (0.002), which is a very small value, and this indicates the ability of the model variables to predict the values of the dependent variable. The table also shows the significance of the model, where the calculated F value reached (159.517) at a significance level of (0.000), which is less than 0.05, and this indicates the existence of a statistically significant effect of staff competence on organizational commitment at a significance level of ($\alpha \le 0.05$).

DISCUSSION

The hypotheses tested the interconnectedness and role of organizational health, several different constructs of organizational health, the relationship of units of organizational health with various constructs of organizational health and organizational commitment in service organizations in Jordan. The results posits that the overall health of an organization significantly influences employees' commitment to that organization. A good organization generally shows as having effective leadership, transparent communication, engaged employees, and a positive culture. Effective communication is critical in fostering commitment. If employees perceive themselves to be informed and engaged through open communication it is commonly the case that they will develop a deeper emotional and psychological identification with the organization. Activating employees in the decision-making process can improve their feeling of ownership and responsibility towards

^{*}The effect is statistically significant at a significance level of $(\alpha \le 0.05)$

organizational objectives. This participatory approach can lead to higher levels of commitment as employees feel valued and recognized. Continuous professional development and training programs enhance the skills and competence of employees, which in turn can contribute to higher job satisfaction and commitment. When organizations make a commitment to developing their employees, they are demonstrating concern for their development, an action that increases loyalty and attachment. Pordeli Vazifeh (2017) explores the relationship between organizational health and commitment, emphasizing the role of supportive management practices. Their results may be consistent with H1, supporting the idea that a positive organizational climate increases commitment. Xiu et al. (2019) give an example of the evidence on how communication strategies shape employees' engagement. Their findings might be interpreted as evidence for H1.1, namely that, through clearer, more uniform communication, organizational commitment increases. Farokhzadian et al. (2023) the emphasis is laid on the role of participative management in increasing employee commitment. Their findings may give credence to H1.2, suggesting that when employees are brought into the decision process, their commitment levels increase. Shams et al. (2023) results may support H1.3, suggesting that expenditure on staff development resulting in increased organizational attachment. Banisi (2024) discover a significant correlation and, accordingly, this would be consistent with the supposition that multiple organizational health dimensions (such as communication, the ability to participate and the competence to improve) each contribute to an overall improvement in commitment. The hypotheses suggest a multifaceted relationship between organizational health and commitment in service companies in Jordan. Supporting papers respectively present a more general background of this topic implying that effective communication, active involvement, and development of the professionals are important factors for the development of a high level of employee commitment. Such insights can then be used to develop focused strategies in Jordan's organizations to improve health and, in turn, employee commitment.

CONCLUSION

The results of the study show a substantial correlation among organizational health and organizational commitment in Jordan's service companies. The hypotheses discussed define that successful communication, participation of employees in decisional processes and the continuous process of staff competency development are of paramount importance in improving commitment levels. This confirms the concept that a positive organization climate not only promotes employee happiness, but also incites loyalty and commitment to subsequently enhance the work environment as a whole. Knowledge of the relationship between organizational wellbeing and commitment plays an important role for service organizations in Jordan, since it has direct consequence on employee retention, productivity and organizational quality. To foster a more engaged workforce by focusing on those factors as (open) communication, participatory practices, and professional development, organizations are able to establish. Not only this, the job satisfaction of the individuals also increases, and also positively they are forming the organizational culture which attracts the best talent and thus sustainability of the business in the competitive market.

In order to increase organizational commitment, service companies in Jordan should operationalize wide communication plans that facilitate sharing of information, direction, and feedback. In addition, creating a participating culture in which workers are not seen as passive office features, but rather are made to feel valued in processes of decision-making can dramatically contribute to increase rates of attachment. Investing in ongoing training and development programs is also crucial, as it demonstrates a commitment to employee growth and competence improvement. Achieving all of these recommendations enables organizations to build an effective framework that encourages a positive work environment which, in turn, will lead to greater organizational commitment and better performance.

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