Investigating the Relationship between Organizational Commitment and Organizational Health (Case Study: Kabul University Professors)

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ABSTRACT: This research investigates the relationship between dimensions (components) of organizational commitment (emotional, continuous, and normative) and dimensions of organizational health (institutional integrity, manager influence, consideration, Initiating structure, resource support, morale, and academic emphasis). The research is applied in its purpose, meaning it seeks practical solutions, and employs a correlational methodology to examine the relationships between variables. The target population was all professors at Kabul University (n = 700). Using Morgan's table, a random sample of 248 participants was selected. Data were collected using two standardized questionnaires: Allen & Meyer's (1997) organizational commitment questionnaire and Hoy & Feldman's (1996) organizational health questionnaire. The Cronbach's alpha coefficients for both instruments indicated good internal consistency (organizational health = 0.980, organizational commitment = 0.868). To ensure face and content validity, the questionnaires were reviewed by a panel of 12 professors and experts. Pearson's correlation coefficient and one-sample t-tests were conducted using SPSS/25 software to test the research hypotheses. The findings revealed a positive and significant correlation between overall organizational health and organizational commitment. Furthermore, emotional commitment demonstrated the strongest relationship with organizational health dimensions, while normative commitment showed the weakest association. These results suggest that organizational commitment plays a crucial role in enhancing organizational health. Therefore, managers should prioritize these two factors by implementing management strategies to cultivate a more committed and healthy work environment.

KEYWORDS: Organizational commitment, emotional commitment, normative commitment, continuous commitment, organizational health.

1. INTRODUCTION

Organizational commitment and health are now regarded as two of the most crucial problems in modern management. In order to guarantee higher commitment and performance at the individual, group, and organizational levels as well as to encourage greater employee involvement, a positive organizational environment is essential.

The idea of organizational health includes all aspects of an organization's capacity to carry out its duties in a way that promotes advancement, enhancement, and expansion. According to Heilarie et al. (2012), a healthy organization is one where people desire to work, remain, and contribute in a positive way. According to Hoy and Miskell (2008), there are seven elements of organizational health: morale, resource support, constructiveness, academic attention, institutional oneness (integrity), and morale. It improves goal achievement, encourages good communication between executives and staff, and advances the growth and development of the company (Hoy & Feldman, 1987). Employee conscientiousness, strong morale and performance, helpful and open communication networks, and a sense of pride in one's job are all characteristics of healthy organizations.

Positive attitudes among employees that foster a psychological bond with their organization are referred to as organizational commitment (Sarwary, 2022). In essence, it is an employee's wish to remain with a company and support its

objectives and core values. It also gauges how strongly workers identify with the objectives and core values of their company, how much they trust it, and how hard they work to stay involved (Nazari & Emami, 2012).

Allen and Meyer (1991) recognized three components of organizational commitment: affective, continuance, and normative. An emotional connection to and involvement in the organization is referred to as affective commitment. Normative commitment is a sense of duty to support the organization, whereas continuity commitment is the perceived costs of leaving the group (Deressa et al., 2022; Teshome & Bitew, 2021).

Companies cannot attain consistent development without dedicated staff. Without organizational health, advancement is not possible and development is not stable. Two aspects of the same coin are organizational commitment and health; the latter assures the organization's functional continuity, while the former ensures the organization's survival. Employees in organizations in good health are dedicated, diligent, and productive, with excellent performance and morale. These companies reduce employee depression, inefficiencies, frustration, discontent, and absenteeism (Sarwary, 2022).

This study attempts to explore the relationship between these two concepts and ascertain the strength of this relationship across various dimensions of organizational commitment and organizational health, given the important and positive role that organizational commitment plays in organizational health.

2. LITERATURE REVIEW

Numerous researches on organizational commitment and health have been done, frequently focusing on these two ideas independently. Nonetheless, the goal of this research is to investigate the connection between organizational dedication and health. Each of these ideas is reviewed separately in the sections that follow.

Organizational Health

"Health" is being sound, young, content, safe, honest, devout, saved, at peace, and at peace with oneself. The notion of organizational health was initially presented by Argyris in the 1950s, but its roots can be discovered in the 1960s, when specialists in behavioral sciences and human relations looked for answers about the proper treatment of workers (Yüceler et al., 2013). According to Miles (1969), a healthy organization is one that not only endures in its surroundings but also grows, gets better at coping with and surviving, and demonstrates organizational efficiency. Managers that act in a nice and encouraging manner toward staff members encourage them to stick around and perform well.

An organization is in good health when its members are excited about what they do and feel privileged to work there. The success of behavior inside any system is strongly influenced by organizational health, including psychologically and physiologically, as well as by security, belonging, meritocracy, and the value placed on individual personalities, knowledge, and skill (Pordeli & Vazifeh, 2017).

The ability of an organization to adapt, alter, expand internally, and function efficiently is referred to as organizational health. Organizational health can range from basic to optimum, just like human health. According to Singh (2014), Bruhn's definition of a healthy organization is the amalgamation and synchronization of individuals and procedures that provide remarkable outcomes. In essence, a happy workplace is one where employees are proud to work for and belong to. The state of an organization's health promotes development and growth while enhancing task performance. Additionally, it increases interest and motivation among staff members, which raises productivity (Pordeli & Vazifeh, 2017).

According to some research, staff attendance indicates a healthy company, but absenteeism points to a dysfunctional one. In terms of missed productivity, strained relationships with coworkers, low employee motivation, unfavorable work attitudes, sick pay, overtime, and additional staffing costs, absenteeism can be expensive (Singh & Jha, 2018). Miles (1969) asserts that fostering personal growth, placing a strong emphasis on communication, bolstering information flow, creating an organizational culture that is receptive to change, and offering specialized support are all crucial components of improving organizational health.

The Importance of Organizational Health

According to Naas and Moustapha (2020), the importance of organizational health includes:
1. Serving as an administrative approach to organizational development and continuity of growth through enhanced performance levels.
2. Contributing to changes in the planning process and improving the regulatory environment.
3. Acting as the main assessment tool for relationships and circumstances within the organization.
4. Enabling the organization to meet employee needs for welfare, productivity, and positive self-experiences (Naas & Moustapha, 2020).

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Dimensions of Organization Health (DOH)

The idea of organizational health has gained a lot of attention since 1965, thanks in large part to Miles and Wayne K. Hoy. They created measures to assess organizational health and defined and stressed the concept's significance, arguing that it is essential to the success of an organization (Yüceler et al., 2013).

Miles organization Health Dimensions

The aspects of organizational health are explained as follows in accordance with the Miles model (Hoy & Feldman, 1987).

Table (1) Miles organization Health Dimensions

(1) The Task Needs Dimension:

1. **Objective Focus**: The objectives are understandable, acceptable, and achievable by the organization members.
2. **Communication Adequacy:** An in-organization communication system that prevents misunderstandings is available. Consequently, employees access accurate information, thereby increasing organizational efficiency. According to Hoy (1987, p. 30), distortion-free communication results in good and prompt sensing of internal strain.
3. **Optimal Power Uniformity:** The distribution of power within the organization is relatively uniform. Employees at lower levels are always considered capable of influencing those at the immediate upper level.

(2) Survival Needs Dimension:

1. **Resource Efficiency**: Effective resource management ensures that tasks are carried out with an optimal allocation of resources. This includes balancing resource demands with available supplies, avoiding both over-allocation and under-allocation.
2. **Employee Commitment**: High employee commitment signifies a positive employee attitude towards the organization. Committed employees feel a strong sense of belonging, identify with the organization's goals, and are willing to invest their effort towards its success.
3. **Employee Wellbeing and Morale:** A healthy organization prioritizes employee wellbeing and cultivates a positive work environment that fosters team satisfaction. This can be achieved through various means, such as providing competitive compensation and benefits, promoting work-life balance, and fostering a culture of respect and recognition.

(3) Growth and Development Needs:

1. **Innovation**: The organization demonstrates a capacity for innovation by developing new procedures, setting ambitious goals, and continuously seeking improvement.
2. **Autonomy**: The organization exhibits proactiveness and independence in its decision-making, showcasing a level of self-reliance in responding to external factors.
3. **Adaptability**: The organization possesses the agility and capability to make necessary adjustments to itself in order to facilitate growth and development.

4. **Problem-Solving Competency**:

1. **Efficiency**: Problems are addressed with a focus on minimizing resource expenditure and maximizing effectiveness.
2. **Continuous Improvement**: The organization actively invests in strengthening its problem-solving mechanisms, ensuring a consistent ability to overcome challenges (Yüceler et al., 2013; Naas & Moustapha, 2020, p. 43).

Hoy and Feldman's Organizational Health Dimensions

Hoy and Feldman (1987) examined organizational health in seven dimensions. These dimensions are as follows:

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Table (2) Hoy and Feldman Organization Health Dimensions

1. **Institutional Integrity**: Institutional integrity refers to the ability of the organization to deal with the environment in harmony and in a way that protects the managerial and organizational activities of the organization.

2. **Manager influence**: The primary influence of the leader of the organization is the ability to influence the actions of superiors. This way, the directors of the organization can influence the decisions of the top directors that they work under. It is possible to list the essential characteristics of organizational management as convincing the superiors, attracting more attention, and not being influenced by hierarchy (İlhan, 2020, p8).

3. **Consideration:** This involves the friendly, supportive, overtly and sincerely behaviors exhibited by the organization managers to the employees. Such behaviors are important for increase of performances of the employees. The manager of the organization should pay attention to these behaviors that underlie respect for the well-being and performance of employees.

4. **Initiating structure:** Initiating structure is principal behavior that is both task- and achievement-oriented Work expectations, standards of performance, and procedures are clearly articulated by the principal (Hoy & Feldman, 1987, p32).

5. **Resource Support**: Refers to the availability of resources, including materials and personnel, necessary for the organization to function effectively.

6. **Morale:** This is the sum of friendship, openness between the organization members, and the senses of excite and confidence they feel about the work they do. Also, the members of the organization like each other, their job, and the organization. They display respect and tolerance for each other and act in collaboration (İlhan, 2020, p8; Yüceler et al., 2013, p783).

7. **Academic Emphasis:** Academic emphasis is the extent to which the school is driven by a quest for academic excellence. High but achievable academic goals are set for students; the learning environment is orderly and serious; teachers believe in their student's ability to achieve; and students work hard and respect those who do well academically (Hoy & Feldman, 1987, p32), Specifically, Reflects the organization's focus on achieving high standards and academic excellence.

Specially, Academic emphasis is related to the organization's search for perfection in the work to be done and the extent to which it is influenced by this. There are high but achievable organizational goals for employees. The organizational setting is orderly and serious, and the directors of the organization believe in the success of employees. In this regard, operations at the organizational level are maintained in an orderly and systematic way. Therefore, institutional integrity serves as an indicator of health at the organizational level. managerial influence, consideration, initiating structure, and resource support provide measures for the health of the management system. morale and academic emphasis are health indices at the technical level. Each of these dimensions of organizational health is measured by a subtest of the organizational health inventory (İlhan, 2020, p8; Hoy et al., 1987, 32; Naas & Moustapha, 2020).

Organization Health Dimensions Developed by (WHO)

With a more general classification in regard to the dimensions of organization health, the World Health Organization (WHO) explain the organization health in 4 dimensions:

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Table (3) Organization Health Dimensions Developed by (WHO)

1. **Physical Health:** physical health, involves the physical health of the employees in the organization, illness, injury, and activities such as medicine treatment.
2. Psychological Health: This involves self-confidence of the employees, their stress, depression, anxiety states, Self-control and behavioral styles.
3. **Social Health**: social health, involves friendships in the workplace, social support, workplace relations, and factors outside business.
4. **Environmental Health**: Environmental Health, involves the work area factors such as physical environment of the workplace, heat, the cold, pollution, noise, light, dangerous substances and machinery.

According to the WHO, there are not precise lines between these factors, and there are connections among these four dimensions. According to this perspective, only physical and spiritual health of the employees is addressed, and the managerial and organizational output dimensions are not included

Table (4) shows the dimensions of organizational health from different perspectives.

Miles organization Health Dimensions	Hoy and Feldman Organization Health Dimensions	Organization Health Dimensions Developed by (WHO)
1. Objective Focus	1. Institutional Integrity	1. Physical Health
2. Communication Adequacy	2. Manager Influence	2. Psychological Health
3. Optimal Power Uniformity	3. Consideration	3. Social Health
4. Effective Use of Resources	4. Initiating structure	4. Environmental Health
5. Organizational Commitment	5. Resource Support	
6. Morale	6. Morale	
7. Innovativeness	7. Academic Emphasis	
8. Autonomy		
9. Adaptation		
10. Problem Solving Competency		

Characteristics of Healthy Organizations

A healthy organization exhibits a range of characteristics that contribute to its success and employee well-being(Yüceler, et al, 2013; Hoy & Feldman, 1987; **hoy, 1987;** Singh, p,809, 2014; Pordeli, &Vazifeh, 2017; Hoy &Miskell, 2008; Heidarie et al, 2012). Here are some key aspects:

- **Adaptability and Proactiveness:** The organization demonstrate the ability to adjust to changing circumstances and take initiative in addressing challenges.
- **Innovation and Continuous Improvement:** There's a culture of continuous learning, innovation, and improvement in processes and goals.
- **Employee Well-being and Morale:** The organization prioritizes employee well-being by fostering a positive work environment, offering competitive compensation and benefits, and promoting work-life balance.
- **Effective Communication:** Clear and open communication channels exist between all levels of the organization, fostering trust and collaboration.
- **Employee Participation:** Employees are encouraged to participate in decision-making processes, leading to increased engagement and ownership.
- **Efficiency and Resource Management:** Resources are allocated effectively to minimize waste and maximize productivity.
- **Problem-Solving:** The organization has a systematic approach to problem-solving, minimizing resource expenditure while ensuring effectiveness.
- **Safety and Security:** The organization prioritizes the physical and emotional safety of its employees.
- **Teamwork and Collaboration:** A strong sense of teamwork and collaboration exists among employees, fostering a supportive and productive environment.
- **Low Turnover and Absenteeism:** Healthy organizations experience low employee turnover and absenteeism rates.

- **Commitment to Social Responsibility:** The organization operates ethically and considers the impact of its actions on society and the environment.

These characteristics are interrelated and contribute to a strong foundation for organizational success and employee satisfaction.

Organizational commitment

In contemporary management, organizational commitment has evolved into an important social issue. Organizational commitment (OC) reflects an employee's attitude, demonstrating their level of interest, attachment, and loyalty to the organization, as well as their inclination to remain within it. One prominent model for investigating organizational commitment is presented by Hoy and Phildeman, which includes dimensions such as institutional unity, manager influence, observation, construction, resource support, scientific emphasis, and morale (Pordeli & Vazifeh, 2017).

OC represents a state in which an employee identifies with a specific organization and its goals, desiring to maintain membership due to their interest and alignment with the organization's values and objectives (Ulabor & Bosede, 2019, p. 25). It entails a psychological and emotional connection between the employee and the organization, reducing the likelihood of voluntary departure. Organizational commitment is simply defined as a belief in the values and goals of the organization, a sense of loyalty to the organization, and a heartfelt desire to remain within it (Sarwary, 2022, p. 17).

Mowday, Steers, and Porter (1979) proposed that employee commitment consists of three components: "Strong Acceptance," "Participation," and "Loyalty." They described organizational commitment as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf."

Some scholars identify three main characteristics of organizational commitment: 1) Strong belief in and acceptance of the organization's values and goals (emotional commitment). 2) Desire to work hard for the organization (continuing commitment).3) Strong desire to maintain membership in the organization (normative commitment) (Sarwary, 2022). According to Irefin & Mechanic (2014, p. 36) studies, also Commitment involves three dimensions: "Strong belief in and acceptance of the organization's goals and values, Willingness to exert considerable effort on behalf of the organization and Strong desire to maintain membership in the organization"

Dimensions of Organizational Commitment

Scholars have justified and defined organizational commitment from various perspectives. Meyer and Allen (1991), Allen and Meyer (1990), Meyer and Allen (1991), Meyer and Allen (1997), Meyer and Herscovitch (2001), and Meyer et al. (2002) developed the three-component model of organizational commitment: affective commitment, continuance commitment, and normative commitment.

Affective Commitment: Affective commitment reflects an employee's emotional and psychological dependence on the organization, as well as their desire to invest effort in it. It encompasses emotional attachment, identification with the organization, and involvement in its activities. Employees with strong affective commitment are typically loyal to their organization (Heidarie et al., 2012; Singh, 2014). According to Allen and Meyer (1990), affective commitment consists of three main aspects: the development of a psychological affiliation with the organization, association with its goals, and the desire to remain a member. Affective commitment has been found to be predictive of major organizational outcomes such as turnover, absenteeism, and organizational citizenship behaviors (Mercurio, 2015).

Continuance Commitment: Continuance commitment refers to an employee's awareness of the costs associated with leaving the organization. These costs may include the time and effort invested in acquiring non-transferable skills, loss of benefits, forfeiture of long-term service privileges, and the disruption of personal relationships (Majid et al., 2015; Radosavljević et al., 2017). Continuance commitment can be seen as an instrumental attachment to the organization, where the individual's association with the organization is based on an assessment of economic benefits gained (Andrew, 2017; Yüceler et al., 2013).

Normative Commitment: Normative commitment reflects an employee's belief in the responsibility they feel towards their organization. It arises from perceiving commitment to the organization as a duty and social responsibility, and believing that commitment is morally right (Yüceler et al., 2013). Individuals with high normative commitment feel obligated to continue providing their services to the organization (Malaysia, 2017). Meyer and Allen define normative commitment as "a feeling of obligation to continue employment" (Andrew, 2017). Normative commitment is characterized by internalized beliefs of obligation that compel individuals to maintain membership in the organization (Cho & Huang, 2012).

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All three types of commitment involve a bond between the individual and the organization that reduces the likelihood of leaving. While affective commitment is based on willingness, continuance commitment is driven by necessity, and normative commitment is rooted in obligation (Yüceler et al., 2013).

Several studies have highlighted the importance of organizational commitment for both employees and organizations. It is often identified by three factors: a strong belief and acceptance of organizational goals and values, the desire to exert considerable effort in service of the organization, and the intention to remain within the organization (Penley & Gould, 1988; Marin, 2023). Fantahun et al. (2015) found that high levels of employee organizational commitment have several implications for organizations, including improved performance, motivation, job satisfaction, and reduced turnover and absenteeism.

Low levels of commitment, on the other hand, have been associated with negative outcomes such as turnover, decline in altruism and compliance, absenteeism, and counterproductive behavior (Meyer et al., 2002; Teshome & Bitew, 2021; Farrell & Stamm, 1988; Dalal, 2005). Sarwary (2022) highlighted the positive relationship between organizational commitment and organizational health, leading to greater satisfaction, interest, attitude, effectiveness, and efficiency among employees.

Organizational commitment has been found to be positively associated with organizational health. Studies by Salari (2021), Sezgin (2009), LeshaniZand et al. (2022), and Hamchin Salari (2021) all indicate a significant relationship between organizational commitment and various dimensions of organizational health, including morale, institutional integrity, leadership effectiveness, and employee performance. Ebadi Shaar and Zangeh (2021) concluded that organizational commitment has a direct and indirect effect on employee organizational health, with the direct effect being greater. Similarly, Sarwary (2022) emphasized the positive and significant relationship between the components of organizational commitment and organizational health.

Literatures suggested, organizational commitment plays a crucial role in organizational success and employee well-being. It is influenced by various factors and has significant implications for both individuals and organizations. Understanding and fostering organizational commitment can lead to improved performance, satisfaction, and overall organizational health.

Research Hypotheses

According to the two models used in this research, the following hypotheses have been formulated:

Main Hypothesis:

There is a positive and significant relationship between organizational commitment and organizational health.

Sub-hypotheses:

1. There is a positive and significant relationship between emotional commitment and dimensions of organizational health.
2. There is a positive and significant relationship between continuance commitment and dimensions of organizational health.
3. There is a positive and significant relationship between normative commitment and dimensions of organizational health.

RESEARCH METHOD

This research is applied in terms of purpose and descriptive in terms of methodology. It is a correlational research, aiming to explain the relationship between variables. The statistical population of this research consisted of all professors of Kabul University, totaling 700 individuals. A sample of 248 participants was selected using random sampling, based on Morgan's table.

The research utilized two main tools:

1. Allen and Meyer's standard organizational commitment questionnaire (1997), comprising three components (emotional, continuance, and normative commitment).
2. Huey and Feldman's (1996) organizational health questionnaire, comprising seven components (Institutional Integrity, Manager Influence, Respect, Work Order, Resource Support, Morale, and Academic Emphasis).

Both questionnaires were analyzed using a Likert scale with five options. Cronbach's alpha coefficient was calculated to assess the internal consistency reliability of the questionnaires, resulting in values of 0.970 for the organizational health questionnaire and 0.868 for the organizational commitment questionnaire.

To ensure face and content validity, the questionnaires were reviewed by 12 professors and experts. The Cronbach's alpha coefficient for each component of the questionnaire is presented in Table 2.

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Table (2) dimensions, number of questions and Cronbach's alpha of each dimension of both questionnaires:

Organizational Commitment Questionnaire	Related questions	Number of questions	Cronbach's alpha
Affective commitment	1-8	8	0/448
Continuous commitment	9-16	8	0/717
Normative commitment	17-24	8	0/702
The whole questionnaire	**1-24**	**24**	0/869
Organizational health questionnaire	Related questions	Number of question	**Cronbach's alpha**
Institutional Integrity	1-7	7	0/880
manager Influence	8-12	5	0/863
Consideration	13-17	5	0/924
Initiating structure	18-22	5	0/869
Resource Support	23-27	5	0/929
Morale	28-36	9	0/951
academic emphasis	37-44	8	0/947
The whole questionnaire	**1-44**	**44**	0/970

Research findings

The results of Pearson's correlation test are shown in table (3).

Table (3) Pearson correlation coefficient relationship between dimensions of organizational health and organizational commitment.

Organizational Commitment	Organizational health	Institutional Integrity	Manager Influence	Consideration	Initiating structure	Resource Support	Morale	academic emphasis
Affective commitment	0/624	0/545	0/572	0/525	0/555	0/499	0/520	0/580
Continuous commitment	0/678	0/547	0/672	0/522	0/552	0/562	0/608	0/596
Normative commitment	0/667	0/551	0/677	0/509	0/527	0/565	0/675	0/565
Organizational Commitment	0/720	0/595	0/698	0/565	0/593	0/590	0/623	0/632
								Significance level 0.000

The Pearson correlation coefficient between organizational commitment and organizational health was found to be 0.720. The significance level obtained was 0.000, which is smaller than the considered error level of 0.05. Therefore, the null hypothesis was rejected, confirming the main research hypothesis that there is a positive and significant relationship between organizational commitment and organizational health. This result indicates that higher levels of organizational health are associated with higher levels of organizational commitment.

First hypothesis: It seems that there is a positive and significant relationship between emotional commitment and dimensions of organizational health. The findings from the analysis of this hypothesis showed that the relationship between emotional commitment and dimensions of organizational health was significant and positive. (Institutional Integrity 0.545, manager influence 0.572, consideration 0.525, Initiating structure 0.555, resource support 0.499, morale 0.520, and academic emphasis 0.580).

In this hypothesis, emotional commitment has shown the highest correlation with influence of manager and academic emphasis.

Second hypothesis: It seems that there is a positive and significant relationship between continuous commitment and dimensions of organizational health. The findings from the analysis of this hypothesis have stated that the relationship between continuous commitment and dimensions of organizational health was significant and positive. (Institutional Integrity 0.547,

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manager influence 0.672, consideration 0.522, initiating structure 0.552, resource support 0.562, morale 0.608 and academic emphasis 0.596). In this hypothesis, there is the highest correlation between continuous commitment and manager influence.

The third hypothesis: It seems that there is a positive and significant relationship between normative commitment and dimensions of organizational health. The findings of the analysis of this third hypothesis have also shown that the relationship between normative commitment and dimensions of organizational health was significant and positive. (Institutional Integrity 0.551, manager influence 0.677, consideration 0.509, initiating structure 0.527, resource support 0.565, morale 0.675 and academic emphasis 0.565). In this hypothesis, the highest correlation between normative commitment and manager influence and normative commitment and morale has been shown.

The state of organizational health and organizational commitment in the statistical population

One-sample t-test has been used to analyze the current status of the desired variables in the statistical population. The results of this test are shown in table (4).

Significance level	t	standard deviation	Average	Variable
0/001	3/360	0/7635	4/235	Organizational health
0/000	3/580	0/7500	3/327	Organizational commitment

The statistical population's average level of organizational commitment (327.3) and organizational health (235.4) was found to be greater than the average level upon examination of these two variables. Given that the significant number for both organizational commitment and organizational health is less than 0.05, it can be said that Kabul University's organizational commitment and health are both in good standing.

CONCLUSION

This study investigated the relationship between organizational health and organizational commitment at Kabul University. It employed an applied research design with a descriptive data collection method and a correlational analysis to examine these relationships. The findings revealed a positive and significant correlation between organizational health and organizational commitment. This suggests that a healthy organizational environment fosters employee commitment. Furthermore, increased organizational health may serve as a motivational tool, positively influencing employee commitment. Consequently, promoting a healthy organization can lead to benefits such as increased employee commitment, improved employee capabilities, greater job satisfaction, and a more responsible workforce. The sub-hypotheses were also supported. The results indicated a significant positive relationship between each dimension of organizational commitment (emotional, continuance, and normative) and organizational health. This suggests that when an organization prioritizes its health, employees are more likely to experience emotional attachment, feel less inclined to leave, and remain committed due to a sense of duty.

RECOMMENDATIONS

This research underscores the critical link between organizational health and employee commitment. By cultivating a healthy work environment, organizations can foster a more committed workforce, leading to increased productivity and overall success. Based on the study's findings, the following recommendations are suggested:

- Prioritize human capital: Recognize that human resources are the cornerstone of any organization. Managers should prioritize employee health, commitment, and motivation through supportive policies and practices.
- Invest in a healthy work environment: Create a positive and supportive work atmosphere that fosters teamwork, adherence to organizational values, strong interpersonal relationships, and a sense of adequacy within the organization.
- Develop training programs: Implement training programs for managers to equip them with the skills and knowledge necessary to identify and address employee well-being and commitment concerns.
- Promote a stress-free environment: Actively strive to minimize workplace stress by providing opportunities for positive interpersonal relationships, enhancing the quality of the work environment, and offering avenues for personal and professional growth. Such measures will contribute to a more committed workforce.

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