

# The Effects of Social Health Relationship with Organizational Commitment

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**Abstract:** Organizational Commitment in behavioral science is widely known as a key factor in the relationship between individuals and the organization. The theme of organizational commitment in recent decades has been popular, and many studies have been done to find out the factors affecting organizational commitment. Organizational commitment, especially according to managers' viewpoints is important in order to achieve success. Today, with the increasing pace of change in organizations, managers are seeking ways to increase employees' commitment, and thereby gain competitive advantage. The main objective of the research is to study the effect of the relationship between public health and organizational commitment in Suha Helal Distributing Company in Tehran. To achieve this goal, five hypotheses were proposed. This is a survey and applicable study. The population of this study consists of the employees of Suhah Helal Company that according to Westland formula, they are 270. They were selected by simple random sampling. Library method is used to collect data, and the researcher's questionnaire is used to collect field data. The questions were given to the professors of management Department to measure the validity, content, and face, Cronbach's alpha coefficient was used to determine the reliability. Cronbach's alpha for public health equal to 0.821% and for organizational Commitment equal to 0.804% that are acceptable reliable. The results show that: The hypothesis of social health effect on organizational commitment is confirmed. The hypothesis of social role effect on organizational commitment is confirmed. The hypothesis of social relations effect on organizational commitment is confirmed. The hypothesis of cognitive powers effect on organizational commitment is confirmed. The hypothesis of emotional status effect on organizational commitment is confirmed. The hypothesis of individual satisfaction effect on organizational commitment is not confirmed.

**Keywords:** Social Health, Organizational Commitment.

## Introduction

Today, human resources are considered as the most important resource for organizations and managers are well regarded and have found that the most important factor in competitive advantage is human resources. Therefore, today considering the issue of commitment and loyalty of human resources to the organization and doing their duties are the serious concerns of managers.

Individual health is the public health foundation and the two have become so interdependent that cannot be distinguished. Individual health status of the community in various ways affects the health of others and their emotions as well as economic-social indicators.

Larsen defines social health as an individual assessment of the quality of relationships with family, others, and community groups. He believes that the scale of social health measures part of the individual health that reflect the individual's consent or lack of consent of life and the social environment, and this scale includes the person's inner responses (feeling, thinking and behavior).

Organizational commitment is an attitude. It's a mental state that represents a tendency, need, and requirement in order to continue employment in an organization. Tendency means the passion and heart's desire to continue serving in the organization, the need means that the person has to continue serving in the organization because he has invested in it; and requirement means the person's responsibility to organization that he is forced staying in the organization, in other word, organizational commitment means the attachment and a sense of belonging to the organization (Abtahi, 2014).

The most important factor for doing anything is achieving its real purpose, however, most people think that after understanding the true purpose and ensuring that the target is well understood and if we understand the ways and means to achieve this goal, it would be sufficient. While it is not necessarily correct. If we show the principles to the employees and we want them to follow them, they do not often take the target seriously. As a result, they excuse that the methods and tools have been wrong. Such excuses and pretexts show that a sense of responsibility and a commitment to work is reduced. Hence, the reasons for lack of organizational commitment are studied (Alhosseini, 2012).

As organizational commitment is an attitude about employees' loyalty to the organization and it is an ongoing process through participation in work and organizational decisions, and organizational commitment is a result of the factors and variables that can increase or reduce employees' commitment. Variables such as salary, job satisfaction, group decision-making, behavior of managers, age, years of service, education, even the physical location of the organization can affect the organizational commitment (Alvani, 2001).

In this study, social health of individuals and organizations commitment and loyalty of employees and organization is analyzed in order to clear the effect of social health on the organizational commitment and whether there is a correlation between public health and organizational commitment or not. Considering the social dimensions of health will help people to shape a healthy community. No doubt that strengthening and developing social health indicators in each community reduce the burden of mental and physical diseases that's why the social counselors because of being multi and interdisciplinary as the vanguard of social health should have more responsibility, and they should try that society use this knowledge for improving the quality of life for people and the development of social health indicators.

The remarkable point is that in Iran's administrative organizations, the commitment of employees has not been assessed to identify weaknesses and shortcomings in the organization. Lack of organizational commitment in the employees can be a warn for the mangers and organization that irresponsibility can cause to reduce growth, productivity, and performance. So, the positive or negative result of study can be the image of the organization's performance that is valuable to represent the organization.

## Research literature

**Social health:** It includes the relationship between individuals or socialization, the pleasure of being among friends, supporting by the family and relatives and friends that communication and interaction is established in a same economic-social class (Alvani, 2001).

**Social relationships:** It can be defined as useful management of legal and cultural relations (Jeremy Kane, co Foundation EPPA, social relations consultants throughout Europe) (Bayani, 2008).

**Social integration:** Individual's assessment of the quality of relationships in the community.

**The share of social:** It represents the individual's assessment of its social value.

**Social acceptance:** It represents the person's understanding of the features and characteristics of the population as a whole.

**Social prosperity:** It represents the individual's assessment of the direction of society and its potential.

**Social cohesion:** It represents individual's understanding of quality, organization and workings of the social world. (Habibi, 2007).

**Commitment:** The word commitment means to accept doing a work and it also means to accept the responsibility for doing a work (Robbins, 2006).

**Loyalty:** Loyalty and the person's feeling on the basis of a strong positive emotion towards something (French, 1993).

**Organization:** The organization consists of a group of two or more people in a structured environment and preset that work together to achieve group goals (Rostami Navan, 2009).

**Organizational commitment:** It's an attitude about employees' loyalty to the organization and a continuous process through participation in corporate decisions, attention to the organization and the position of the organization (Rezaeian, 2005).

Commitment is a kind of emotional attachment to the values and goals of an organization, it's an attachment to the role of the individual in relation to the values and goals of the organization, apart from its instrumental value (Rezaeian, 2005).

**Ongoing commitment:** Ongoing commitment means to stay in the organization due to costs of desertion or rewards for staying in the organization (Rezaeian, 2005).

**Affective commitment:** Affective commitment refers to a person's emotional attachment to the organization (Rezaeian, 2005).

**Normative commitment:** Normative commitment is a sense of staying in organization as a member. The results of the affective commitment are the person's inner belong to the organization because of the values.

**Altruism:** It is an optional behavior that provokes the employees to help solving the problems of other employees.

**Deontology:** It refers to the optional behaviors that go beyond job requirements, task and work ethic.

**Reverence:** It is an optional behavior that will prevent problems caused by working with others.

### Operational definition

**Organizational Commitment:** In this study, it means an attitude of loyalty to the organization's employees, and it is an ongoing process through which members of the organization and their interest to show its continuous success and efficiency (Ranjbarian, 1996).

**Social health:** It means the relationship between individuals and the socialization, the pleasure of being among friends, is supported by the family and relatives and friend's communication and social interaction as is done by people in an economic class \_.

**Social role:** In this study, social role means individual credibility in the community and workplace, etc. to feel useful.

**Cognitive powers:** In this study, cognitive powers means believing own.

**Social relations:** in this study means is how to communicate with people.

**Emotional position:** In this study, emotional position means how your attitude is at the reception.

**Individual satisfaction:** In this study, individual satisfaction means responsibility, individual creativity.

### Hypotheses

#### The main hypothesis of research

There is a significant correlation between social health and organizational commitment in Distributing Suha Helal Company in Tehran.

Secondary research hypotheses

1. There is a significant correlation between the social roles and organizational commitment in Distributing Suha Helal Company in Tehran.

2. There is a significant correlation between social relations and organizational commitment in Tehran Crescent Broadcasting Corporation Suha there is a significant relationship.

3. There is a significant correlation between cognitive powers and organizational commitment in Distributing Suha Helal Company in Tehran.

4. There is a significant correlation between emotional position and commitment in Distributing Suha Helal Company in Tehran.

5. There is a significant correlation between personal satisfaction and organizational commitment in Distributing Suha Helal Company in Tehran.

### Materials and Methods

This study in terms of purpose is applicable and in terms of nature is descriptive-correlation because it studies the present time and describes what it is.

**The method of collecting data**

Information obtained in this research through interviews, questionnaires, and library studies and field data collection has been achieved in the industry.

**The population and sample**

The population in this study included staff of Distributing Suha Helal Company in Tehran that the number of them is 400.

A sample of the population is obtained by Westland formula:

$$n \geq 50 a^2 - 450 a + 1100$$

$$a = \frac{\text{Number of questions}}{\text{Number of hidden factors}} = \frac{54}{6} = 9$$

$$n \geq 50 \times 81 - (450 \times 9) + 1100$$

$$4050 - 4050$$

$$54 \times 5 = 270$$

Sample size is considered by the above information.

**Data analysis method**

Statistical methods used in this study can be divided into two categories: descriptive and inferential statistics and the statistical methods.

To investigate and describe the general characteristics of the respondents, descriptive statistics such as mean used. The obtained data were analyzed by SPSS statistical software and AMOS.

**Field of study**

Time of study: the time span of the study is cross-sectional.

Location of research: Tehran Suha Helal

Subject of research: issues related to organizational change management.

**Technical characteristics of measurement tools**

**Validity:** In order to study validity, this question should be answered whether the tools have measured something should be measured? To answer this question, the test questions have been studied by the comments of several professors and experts and ambiguities have been removed. This fact indicates that the validity of the test is acceptable.

**Reliability**

The reliability is one of the technical characteristics of measurement tool. This is dealt with measure tool in similar conditions to what extent will get the same results. The tool refers to accuracy, reliability, stability and reproducibility of test results. In other words, the reliability coefficient indicates the extent to which measurement tool measures the characteristics or the stability of the subjects.

Output of SPSS software of calculating Cronbach's alpha of social health questionnaire.

**Table 1.** Output of SPSS software of calculating Cronbach's alpha of organizational commitment questionnaire.

Cronbach's Alpha	N of Items
0.821	30

Cronbach's alpha coefficient calculated in this study, in a pilot study with 25 questionnaires distributed to community health questionnaire for public health 0.821 and 0.804, respectively. The reliability of both questionnaires was acceptable and reliable. Overall Cronbach's alpha is calculated by one of the following equations.

$$\alpha = \frac{k\bar{C}}{\bar{V} + (k-1)\bar{C}} \quad \text{Or} \quad \alpha = \frac{k}{k-1} \left( 1 - \frac{\sum_{i=1}^k S_i^p}{\sigma^p} \right)$$

In this equation:

K= the number of questions

$S_i^2$ = Variance of i question

$\sigma^p$  = Variance of total questions

$\bar{C}$  = Mean of covariance in questions

$\bar{V}$  = Mean of variance of questions

## Results

### ***The main hypothesis: There is a relationship between social health and organizational commitment.***

According to the result of structural equation modeling in Table 4-50, it is clear that significant levels for the relationship between public health and organizational commitment is smaller than 0.05 (0.000). So, there is significant relationship between dependent and independent variables. Also according to the direction t (t=6.404>1.96), it can be concluded the null hypothesis is rejected the research hypothesis is confirmed. There is a significant correlation between social health and organizational commitment.

This correlation would be 92.2% and positive values indicate positive and direct impact rate. Thus, the hypothesis of social health effect on organizational commitment is confirmed. According to the findings, the hypothesis of the positive relationship between public health and organizational commitment is consistent with the findings of research by Mohammadi (2009), Aram (2009), Abdullah Tabar (2008), Qayomzadeh (2007). So, in explainin the present study, social health can increase the organizational commitment.

### ***First sub-hypothesis: There is a correlation between social roles and organizational commitment.***

According to the result of structural equation modeling in Table 4-53, it is clear that significant levels for the relationship between social role and organizational commitment is smaller than 0.05 (0.000). So, there is significant correlation between dependent and independent variables. Also according to the direction t (t=3.539>1.96), it can be concluded that the null hypothesis is rejected (95%) and the research hypothesis is confirmed. So there is significant correlation between the social roles and organizational commitment.

The correlation to the 54.3% and positive values indicate positive and direct impact rate. So the hypothesis of social roles impact on organizational commitment is confirmed. The results of the test that emphasize on the impact of social roles on organizational commitment have been confirmed by the findings of various researchers. For example, Nikvarz (2010), Blanco (2007), Molaei (2007), each of them has emphasized on the importance of the social role in organizational commitment.

So in explaining the hypothesis, we can say that if in the organization and education system the social role is completed by empowering organization and performance of employees, the growing trend of the organizational commitment can be observed.

In this respect, the key element in increasing organizational commitment can be followed in increasing their social performance.

### ***Second sub-hypothesis: There is a correlation between social relations and organizational commitment.***

According to the result of structural equation modeling in Table 4-53, it is clear that significant levels for the correlation between social relationships and organizational commitment is smaller than 0.05 (0.043). So, there is significant correlation between dependent and independent variables. Also according to the direction of t (t=2.022>1.96), it can be concluded that the null hypothesis is rejected 95%, and the research hypothesis is confirmed. Thus, there is a significant correlation between social relations and organizational commitment. The correlation of 21.9% and positive values indicate positive and direct impact rate. So, the hypothesis of social relations effect on organizational commitment is confirmed. According to the research hypothesis, there is a positive

direct correlation between developing social relations and improving the level of organizational commitment. The results of this study test have been confirmed by the findings of various researchers, for example, Aram (2009), Abdollahzadeh (2008) Qayomzadeh (2007).

So in explaining the hypothesis, we can say that by increasing the social relations of staff, the level of organizational commitment would be increased. The meaning of this statement is that if the employers can help their employees in social relations, it can be expected that organizational commitment and organizational performance would be increased.

***The third sub-hypothesis: There is a correlation between cognitive powers and organizational commitment.***

According to the result of structural equation modeling in Table 4-53, it is clear that significant levels for the correlation between cognitive powers and organizational commitment is smaller than 0.05 (0.000).

So, there is significant correlation between dependent and independent variables. Also according to the direction of  $t$  ( $t=4.057>1.96$ ), it can be concluded that the null hypothesis is rejected (95%) and the research hypothesis is confirmed. So cognitive powers has a significant correlation with organizational commitment. The correlation of 58% and positive values indicate positive and direct impact rate. Thus, there is a significant correlation between cognitive powers and organizational commitment.

According to the research hypothesis, it can be concluded that there is a positive correlation between the cognitive powers and organizational commitment. This finding is consistent with the findings of researches by Molaei (2006), Blanco (2007).

So in explaining the hypothesis, we can say that if job opportunities are created for the legitimacy of power in organizations, it may be automatically provided to strengthen organizational commitment.

***Fourth hypothesis: There is a correlation between the position of the emotional and organizational commitment.***

According to the result of structural equation modeling in Table 4-53, it is clear that a significant level of commitment to the relationship and emotional position is smaller than 0.05 (0.029).

So, there is significant correlation between dependent and independent variables. Also according to the direction of  $t$  ( $t=2.84>1.96$ ), it can be concluded that the null hypothesis is rejected (95%) and the research hypothesis is confirmed. So there is a significant correlation between the emotional status and organizational commitment. The correlation of 23.7% and positive values indicate positive and direct impact rate. Therefore, there is a significant correlation between affective status and organizational commitment.

The results of this hypothesis have been confirmed by the findings of various researchers, for example, Nikvarz (2010), Molaei (2007), Qayomzadeh (2007), each of them has emphasized on the importance of the affective status in organizational commitment.

***Fifth hypothesis: There is a correlation between individual satisfaction and organizational commitment.***

According to the result of structural equation modeling in Table 4-53, it is clear that a significant level of commitment to the relationship and emotional position is larger than 0.05 (0.149).

So, there is no significant correlation between dependent and independent variables. Also according to the direction of  $t$  ( $t=1.445<1.96$ ), it can be concluded that the null hypothesis is confirmed (95%) and the research hypothesis is rejected. Therefore, the hypothesis of individual effect on organizational commitment has not been confirmed. According to this hypothesis and findings of the study, there is no direct and positive correlation between individual satisfaction and organizational commitment. This finding is not consistent with the findings of researches by Enayati and Blanco (2007), Molaei (2007), Nikvarz (2010), each of them has emphasized on the importance of the individual satisfaction in organizational commitment.

So in explaining the hypothesis, we can refer to the key point by increasing individual satisfaction in the organization, motivation would be increased. So, people pay more attention to corporate obligations.

## **Discussion and Conclusion**

- The proposal is based on the first hypothesis (there is a correlation between the social role and organizational commitment)
- The managers are suggested to help the employees by focusing on empowering employees, emphasizing on the importance of improving the attitude, and giving them responsibility in order to achieve the organizational goals through encouraging the employees to increase the productivity.

- The managers are suggested to increase a sense of continuity within and outside the organization through offering system so that the employees can observe the sense of social collaboration of managers with themselves.
- The proposal based on the second hypothesis (there is a correlation between social relations and organizational commitment).
- It is recommended to managers to form informal groups, autonomous work teams by helping employees to better relations with each other through interaction, groups of quality control from getting out of their routine and the routine mode which enhance the speaking, listening, visual skills in the staff.
- The staff is suggested to pay attention to their physical and mental health which can be helpful in the type of social behavior and adapt it to their business environment.
- The proposal based on the third hypothesis (there is a correlation between the cognitive powers and organizational commitment).
- The managers are suggested to help the employees by reviewing the performance system and choosing the most worthy persons and rewarding, job improvement, increasing salary, hoping, and job security.
- The managers are suggested to help the employees by credibility of the individual strengths, welcoming new ideas and experiences to assist them in enhancing employees' motivation
- The proposal based on the fourth hypothesis (there is a correlation between the emotional status and organizational commitment).
- The managers are suggested to help the employees by creating a positive incentive through retraining courses, job training, orientation, classes, psychology, self-esteem and promising more staff in order to assist them.
- The proposal based on the fifth hypothesis (there is a correlation between individual satisfaction and organizational commitment).
- The managers are suggested to help the employees by assigning new responsibilities for them and motivating them to do the work.

### **Conflict of interest**

The authors declare no conflict of interest

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