

## THE EFFECT OF ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL HEALTH

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### ABSTRACT

The purpose of this study is to examine the impact of organizational commitment on organizational health. The study was designed and implemented as a quantitative research. The population of the study consists of private sector employees in the Turkish Republic of Northern Cyprus (TRNC). A sample size of 403 people was determined and data were obtained from this group. In the study, the three-dimensional organizational commitment model developed by Meyer and Allen (1991) was used to measure organizational commitment and a scale based on this model was used. In order to measure employees' perceptions of organizational health, the 44-item, 5-point Likert-type Organizational Health Scale developed by Hoy (1991) and adapted into Turkish by Taneri (2011) was used. The data obtained were analyzed and evaluated with SPSS 28.0 program.

According to the results of the research, a significant difference was found between age groups in the organizational health dimensions only in the resource support dimension and it was determined that the 31-39 age group had higher perceptions. In terms of education levels, a significant difference was found only in the dimension of organizational integrity, and it was seen that participants at primary/secondary and associate degree levels had higher perceptions. In terms of working time, a significant difference was found only in the respect dimension and it was determined that those who worked longer had a higher perception of respect. Positive and significant relationships were found between organizational commitment and organizational health dimensions, and especially affective commitment showed a strong relationship with organizational health. According to the regression analysis results, it was determined that organizational commitment has a strong, positive and significant effect on organizational health.

**Key Words** : Commitment, Organizational commitment, Organizational health, Employee.

### 1. INTRODUCTION

#### 1.1. Problem Status

Organizational commitment can be defined as an emotional, cognitive and behavioral sense of belonging and loyalty towards the organization where the individual works. This concept is associated with the individual's desire to adopt the goals and values of the organization, to strive for the success of the organization and to stay in the organization ( Aslan & Terzi, 2023) . Organizational commitment is usually addressed in three dimensions: emotional commitment, the individual's emotional closeness to the organization and sense of belonging; continuance commitment, the individual's feeling of obligation to stay in the organization due to the high cost of leaving the organization; normative commitment, the individual's perception of staying in the organization as a moral responsibility. A high level of organizational commitment increases employees' job performance, motivation and job satisfaction, while reducing turnover rates and absenteeism. For this reason, organizations focus on elements such as effective leadership, fair management, career development opportunities and trust in the work environment to increase the commitment levels of their employees. Organizational commitment, as a strong indicator of the individual's relationship with the organization, is of critical importance for the long-term success and sustainability of the organization ( Öksüz & Adem, 2024) .

Organizational health refers to the effective, harmonious and sustainable functioning of an organization's internal dynamics and interactions with the external environment. This concept encompasses the organization's ability to successfully achieve its current goals and adapt to future changes ( Korkmaz, 2007 ) . Organizational health is associated with creating a work environment that supports employees' physical and psychological well-being, as well as effective leadership, open communication, cooperation, fair management and practices that increase employees' commitment to the organization. A healthy organization supports not only the well-being of individual employees, but also the organization's efficiency, innovation and sustainability. Organizational health contributes to the long-term success of the organization by providing an environment where conflicts are effectively managed, stress levels are kept under control, employees are motivated and satisfied with their jobs ( Buluç, 2008 ) .

Organizational commitment has a significant and direct impact on organizational health. Employees' emotional, normative and continuance commitment to the organization stands out as an element that strengthens cooperation, trust, communication and motivation, which are the basic elements of organizational health. High organizational commitment leads to employees contributing more to organizational goals, increasing job satisfaction and creating a positive atmosphere in the workplace. This allows employees to reduce stress levels, effectively manage conflicts and reduce turnover. In addition, committed employees prefer to stay in the organization for the long term,

contributing to the sustainability and innovative capacity of the organization. Employees with a high level of organizational commitment establish healthier relationships with their colleagues and managers, increasing the general level of communication and cooperation in the organization and supporting the continuity of organizational health. Therefore, organizational commitment has a critical role in the formation and maintenance of a healthy organizational structure (Bilgiç, 2023). This study examined the relationship between organizational commitment and organizational health and evaluated the impact of organizational commitment on organizational health. In the study, the different dimensions of organizational commitment, namely emotional commitment, normative commitment and continuance commitment, were examined in detail and the contributions of these dimensions to the overall health of the organization were analyzed. In this context, the effects of employees' commitment levels on organizational health elements such as cooperation, communication, trust and job satisfaction within the organization were examined.

### 1.2. Purpose and Importance of the Research

The purpose of this study is to investigate the effect of organizational commitment on organizational health. The study also analyzed the relationships between demographic variables such as gender, age, marital status, length of professional experience, length of service in the organization and educational status, and organizational commitment and organizational health. The study aims to determine the effects of these variables on organizational commitment and organizational health, and to contribute to organizations developing strategic approaches to increase employee commitment and health levels. In addition, it is aimed to provide a scientific perspective on how individual and institutional dynamics interact with each other by understanding the possible relationships between organizational commitment and organizational health.

This study aims to reveal the effects of individuals' commitment to the organization on the general health of the organization by analyzing the relationship between organizational commitment and organizational health. The study examines in depth the dynamic interaction between these two concepts by addressing how organizational commitment levels shape organizational health elements (trust, cooperation, communication, employee well-being, etc.). In addition, the effects of demographic factors such as gender, age, marital status, length of professional experience, length of service in the organization, and educational status on this relationship are evaluated, thus providing an original contribution to the literature. The research findings will provide important data that organizations can take into consideration when developing policies to increase employee commitment, and will also guide managers in developing applicable strategies to improve the level of organizational health. In this respect, the study has the potential to be a valuable resource both in the academic field and in applied management processes.

### 1.3. Hypotheses

The research hypotheses are as follows:

- **H<sub>0</sub>** : There is no significant difference in organizational commitment dimensions between married and single participants.
- **H<sub>1</sub>** : There is a significant difference in organizational commitment dimensions between married and single participants.
- **H<sub>0</sub>** : There is no significant difference in organizational commitment dimensions between age groups.
- **H<sub>1</sub>** : There is a significant difference in organizational commitment dimensions between age groups.
- **H<sub>0</sub>** : There is no significant difference in organizational commitment dimensions between the working period groups in the current institution.
- **H<sub>1</sub>** : There is a significant difference in organizational commitment dimensions between the working period groups in the current institution.
- **H<sub>0</sub>** : There is no significant difference in organizational health dimensions between age groups.
- **H<sub>1</sub>** : There is a significant difference in organizational health dimensions between age groups.
- **H<sub>0</sub>** : There is no significant difference in organizational health dimensions between education level groups.
- **H<sub>1</sub>** : There is a significant difference in organizational health dimensions between education level groups.
- **H<sub>0</sub>** : There is no significant difference in organizational health dimensions between working time groups in the current institution.
- **H<sub>1</sub>** : There is a significant difference in organizational health dimensions between working period groups in the current institution.
- **H<sub>0</sub>** : There is no significant relationship between organizational commitment and organizational health.
- **H<sub>1</sub>** : There is a significant relationship between organizational commitment and organizational health.
- **H<sub>0</sub>** : Organizational commitment has no significant effect on organizational health.

- **H<sub>1</sub>** : Organizational commitment has a significant effect on organizational health.

#### 1.4. Definitions

**Organizational commitment** : The attitudes and behaviors of employees towards the institution they work for in terms of emotional, normative and continuance commitment ( Aslan and Terzi, 2023) .

**Organizational health**: It is a general structure that includes the functioning of the organization, employee satisfaction, trust, cooperation, adequacy of resources and working order ( Buluç, 2008) .

## 2. CONCEPTUAL FRAMEWORK

### 2.1. Organizational Commitment

Organizational commitment is the deep attachment and sense of belonging that an individual feels to the organization they work for. This concept refers to the emotional and psychological ties an employee has to their organization, their level of commitment to their job, and their loyalty to the organization. Organizational commitment is directly related to the interest and motivation individuals have in their jobs and plays an important role in increasing job performance. While commitment facilitates the organization's achievement of its goals, it also contributes to individuals' career development. The more employees are attached to the values and culture of their organizations, the more the organization's overall efficiency increases. ( Allen and Meyer , 1990)

Organizational commitment is generally considered in three different dimensions. The first dimension is affective commitment . commitment ). Affective commitment refers to the emotional ties that the employee feels towards his/her organization. This type of commitment shows the employee's love and devotion to his/her job and the people in the workplace. The second dimension is continuance commitment ). The employee considers the financial or personal costs of staying with the organization. That is, this type of commitment is due to the difficulty of a person finding better alternatives, rather than a feeling of commitment to the organization. The third dimension is normative commitment . commitment ) and expresses that the individual's commitment to the organization is based on a sense of ethical and social responsibility. All three dimensions constitute the basic building blocks of organizational commitment and it is important for the success of the organization that each of these dimensions be in balance. ( Meyer and Allen , 1991)

Organizational commitment requires developing various strategies to increase the level of commitment that employees feel towards their organizations. These strategies include encouraging employees to participate in decision-making processes, structuring reward systems in a fair and motivating manner, creating open communication channels, and investing in employee development. Leaders also have an important role. A good leader should understand the needs of their employees, support them, and increase their motivation. This type of leadership increases employees' commitment to their jobs while also strengthening their organizational commitment. The empathy and trust that managers feel towards their employees contribute greatly to the formation of organizational commitment. (Keller, 2006)

Organizational commitment is also closely related to job satisfaction. Job satisfaction is the level of satisfaction employees get from their jobs and has a significant effect on organizational commitment. When employees are satisfied with their jobs, they feel more committed and increase their loyalty to the organization. Negative experiences of employees with their organizations can negatively affect their commitment. Organizational commitment is not just a psychological state, but a strategic factor for increasing performance and employee satisfaction in the workplace. (Locke, 1976)

### 2.2. Organizational Health

Organizational health refers to the structural, cultural and psychological balance required for an organization to function effectively, work efficiently and achieve sustainable success. It includes not only the financial or physical resources of an organization, but also the psychological well-being, trust, motivation and organizational commitment of its employees. Organizational health means that the sense of belonging of employees to the organization, their job satisfaction and their relationships within the organization are at a healthy level. A healthy organization provides significant contributions to the organization's achievement of its goals by increasing workforce productivity while having productive, motivated and committed employees ( Macky , 2021).

The importance of organizational health is that it directly affects the sustainability of an organization. Having a healthy organizational structure means investing not only in financial success but also in the psychological and emotional well-being of employees. Low stress levels and high motivation of employees lead to a productive workforce, strong relationships within the company and increased job satisfaction. Organizational health reduces turnover rates by increasing employees' commitment to the organization ( Harter et al., 2020 ) .

The health of an organization becomes even more important during times of crisis. In times of crisis, the structure of the organization, leadership style, trust and communication channels among employees play a critical role in successfully getting the organization through these difficult processes. Organizational health increases resilience against crises, keeps employees' stress levels under control and enables the organization to recover more quickly

from these processes. Organizational health is of great importance not only for daily operations but also for strategic plans for the future ( Liu et al., 2019).

Organizational health also reflects the management skills of leaders within the organization. In a healthy organization, leaders are not only decision makers, but also individuals who support, motivate and guide employees' well-being. Leaders' sensitivity to the emotional and psychological needs of employees enables employees to be more efficient and productive. A healthy organizational culture makes employees feel valued and increases their sense of belonging to the organization ( Bakker and Demerouti , 2020). Organizational health is a critical factor not only for the well-being of individual employees, but also for the overall efficiency and success of the organization. A healthy organizational structure provides sustainable success and productivity not only in the short term but also in the long term. Therefore, organizations should constantly monitor their organizational health and create strategies to improve it. It contributes to the success of the organization by increasing the motivation, commitment and job satisfaction of employees ( Sonnentag et al., 2021).

### 3. METHOD

#### 3.1. Research Method

This study was designed and conducted as a quantitative research. Quantitative research was preferred as a research method in which data is measured and analyzed numerically and the results allow generalizable inferences to be made. This method was used to test the hypotheses determined in the research, to determine the relationships between the variables and to reach meaningful results through statistical analyzes. Within the scope of the research, the survey method was preferred as the data collection tool and data was obtained from a large sample group using standardized scales. The obtained data were examined with various statistical analyzes to test the hypotheses and evaluate the significance of the relationships between the variables. A systematic approach was adopted throughout the research process and standard data collection and analysis methods were applied to ensure accuracy and reliability. The focus of the study is to obtain objective results based on numerical data and to reveal the cause-effect relationships between organizational commitment and organizational health by analyzing these results with scientific methods. The research findings once again demonstrated the effectiveness of quantitative analysis methods widely used in the field of social sciences in providing accuracy and generalizability ( Garip , 2023) .

#### 3. 2. Universe and Sample

The universe of this study consists of private sector employees in the Turkish Republic of Northern Cyprus (TRNC). In the study, the purposeful sampling method was used to select samples from the universe. The purposeful sampling method is based on the principle of selecting individuals who meet certain criteria or variables targeted by the study ( Bařaran , 2024) . In this direction, in order to examine the relationship between organizational commitment and organizational health, the individuals most suitable for the purposes of the study were selected from among private sector employees. In the study, a sample size of 403 people was determined. This sample group ensured that data that could answer the research questions were collected and that a group compatible with the objectives of the study was created. In the sample selection, special care was taken to ensure that private sector employees represented various sectors and provided data diversity that could evaluate the relationship between organizational commitment and organizational health. This approach both increased the suitability of the sample group to the objectives of the study and ensured that the data collected supported the objectives of the study. The collected data were analyzed on the sample group and generalizable results were obtained.

#### 3.3. Data Collection Tools

a 22-item, 5-point Likert- type Organizational Commitment Scale , based on Meyer and Allen's (1991) three-dimensional organizational commitment model and adapted to Turkish by Wasti (2000) , was used to measure organizational commitment . This scale was previously used in a study conducted by Ertan (2008), and reliability analyses yielded results above expected values and proved to be a reliable measurement tool. In the study conducted by Bilgiç (2023), the reliability analysis result of the organizational commitment scale was found to be 0.906, and this value was stated to be very reliable.

To determine employees' perceptions of organizational health, the 44-item, 5-point Likert- type Organizational Health Scale ( The Organizational Health Scale), developed by Hoy (1991) and adapted to Turkish by Taneri (2011), was used. Organisation Health Inventory-OHI) was used. This scale has obtained appropriate results from validity and reliability analyses in previous studies. In the study conducted by Bilgiç (2023), the reliability analysis result of the organizational health scale was calculated as 0.929 and it was stated that this value is very reliable. Reliability analysis to the results According to used scales reliability levels evaluated . Organizational Loyalty The scale Cronbach's Alpha coefficient for 0.771 found And This of scale reliability acceptance Possible at level is This scale has been seen 22 items in total Organizational Health The scale for Cronbach's Alpha coefficient is 0.912 calculated And This your value increasingly high One reliability to the level of sign he said This scale has

been determined is 44 items Analysis results , both in the study of the scale available for use at level Trustworthy is shows .

### 3.4. Analysis of Data

The study data were analyzed with SPSS 28.00 program. Normality analysis was first performed to determine the analyses to be performed. Normality analysis to the results According to organizational loyalty And organizational health scales of whether the distribution is normal with the Kolmogorov -Smirnov and Shapiro-Wilk tests has been evaluated . Organizational Loyalty The scale Kolmogorov-Smirnov test for statistics value is 0.065 and The significance (Sig.) value was found to be 0.000 . Shapiro-Wilk test statistics value is 0.980 and meaningfulness value again as 0.000 These results are calculated as the normal distribution of the data . does not show sign Also , the distortion value is -0.556 and oblateness value as 0.550 calculated , which means that the distribution slightly skewed to the left And than normal A little more flattened is shows .

Organizational Health The scale Kolmogorov-Smirnov test for statistics value is 0.053 and meaningfulness value was found to be 0.009 . Shapiro-Wilk test statistics value is 0.959 and meaningfulness value as 0.000 This scale is calculated for the data has a normal distribution does not comply Distortion is seen . value is -0.826 and oblateness value as 2.791 calculated , which means the distribution is skewed to the left And increasingly flattened One to the structure owner is shows .

Conclusion as , both of scale normal distribution of data does not show detection was made for in analysis parametric non- methods preference In this context , two independent group between differences to examine Mann-Whitney U Test for This test was used in two group between hydrangea values to be compared possibility For example , recognize different age groups organizational loyalty levels with this test analysis has been made . Also , two more independent group between differences to determine Kruskal-Wallis H Test for This test was applied to different education to the level of owner employees organizational health their perceptions in comparison has been used . In addition, order , scales between Relationships examination Spearman Correlation for Analysis preference This method is used to analyze data between linear non- Relationships your power And direction to evaluate for used . Appendix as , suddenly more independent variable One dependant variable on it the effect of analysis to be done for parametric non- regression analysis from the methods has been utilized . With these analyses Variables between Relationships detailed in this way has been evaluated .

## 4. FINDINGS

**Table 3.** Demographic Information of Participants

		n	%
Gender	Male	216	53.6
	Woman	187	46.4
Marital status	Married	226	56.1
	Single	177	43.9
Age	30 years old And six	99	24.6
	31-39 years old	110	27.3
	40-49 years old	103	25.6
	50 years old And above	91	22.6
Education situation	Primary Education / Secondary Education	37	9.2
	High school	96	23.8
	Associate Degree	84	20.8
	Licence	118	29.3
	High Licence And above	68	16.9
Available in the institution study duration	1 year little	62	15.4
	1-3 years	72	17.9
	4-6 years	92	22.8
	7-10 years	84	20.8
	11 years And above	93	23.1
Vocational experience	0-2 years	41	10.2
	3-5 years	75	18.6



6-10 years	82	20.3
11-15 years	86	21.3
16-20 years	79	19.6
21 years And above	40	9.9
<b>Total</b>	<b>403</b>	<b>100.0</b>

53.6% (n=216) of the participants were male and 46.4% (n=187) were female. is a woman . Civilized to their situation According to the age group , 56.1% (n=226) of the participants were married and 43.9% (n=177) were single . distribution When examined , 24.6% (n=99) were under 30 years of age . And 27.3 % (n=110) were aged 31-39 , 25.6% (n=103) were aged 40-49 and 22.6% (n=91) were 50 years old And above aspect Education is seen to the situation According to the data , 9.2% (n=37) of them had primary / secondary education , 23.8% (n=96) of them had high school , 20.8% (n=84) of them had associate degree , 29.3% (n=118) of them had undergraduate degree. and 16.9% (n=68) were high licence And above education to the level of has . Available in the institution study to their duration When we look at it , 15.4% (n=62) of them are more than 1 year less , 17.9% (n=72) 1-3 years , 22.8% (n=92) 4-6 years , 20.8% (n=84) 7-10 years and 23.1% (n=93) 11 years And above has worked . Professional experience In terms of age , 10.2% (n=41) of the participants had 0-2 years , 18.6% (n=75) had 3-5 years , 21.8% (n=88) had 6-10 years , 21.3% (n=86) had 11-15 years , 19.6% (n=79) had 16-20 years. and 9.9% (n=40) 21 years And above experience has .

**Table 2.** Mann- Whitney U Test Results Regarding Organizational Commitment Dimensions Among Married and Single Participants

		n	Average Arrangement	Rankings Total of	Mann Whitney University	Z	p.
Emotional loyalty	Married	226	211.31	47755.50	17897,500	-1,822	<b>0.048</b>
	Single	177	190.12	33650.50			
Continue commitment	Married	226	206.05	46568.00	19085,000	-0.792	0.428
	Single	177	196.82	34838.00			
Normative loyalty	Married	226	199.13	45003.00	19352,000	-0.563	0.573
	Single	177	205.67	36403.00			
Organizational loyalty	Married	226	206,37	46638,50	19014,500	-0,850	0,395
	Bekar	177	196,43	34767,50			

p<0,05

Mann–Whitney U test to the results According to , married And single Participants between organizational loyalty from its dimensions just emotional loyalty at the level of significant There was a difference (U=17897.500, p=0.048). Married participants emotional loyalty average ranking (211.31), single than the participants (190.12) is high . Continue commitment (U=19085.000, p=0.428), normative commitment (U=19352.000, p=0.573) and general organizational commitment (U=19014.500, p=0.395) dimensions whereas married And single Participants between statistical aspect significant No difference was found . These results are only emotional loyalty in size married individuals single to individuals according to more high loyalty to the level of owner is shows .

**Table 3.** Kruskal -Wallis H Test Results Regarding Organizational Commitment Dimensions According to Age Groups

		n	Average Arrangement	Kruskal-Wallis H	Chi-Square	p.
Emotional loyalty	30 years old And six	99	198.03	1,480	2,778 <sup>b</sup>	0.427
	31-39 years old	110	211.82			
	40-49 years old	103	203.35			
	50 years old And above	91	192.92			
Continue commitment	30 years old And six	99	197.56	1,934	1,094 <sup>c</sup>	0.779
	31-39 years old	110	210.34			

	40-49 years old	103	191.19			
	50 years old And above	91	208.98			
	30 years old And six	99	208.67			
Normative loyalty	31-39 years old	110	223.25	7,502	9,677d	<b>0.022</b> <b>2&gt;4</b>
	40-49 years old	103	186.77			
	50 years old And above	91	186.29			
	30 years old And six	99	196.86			
Organizational loyalty	31-39 years old	110	221.42	4,485	1,915 <sup>e</sup>	0.590
	40-49 years old	103	189.86			
	50 years old And above	91	197,85			
	30 years old And six	99	196.86			

p<0,05

Kruskal-Wallis H test to the results According to age groups between organizational loyalty dimensions In terms of difference is It is not has been examined . Emotional loyalty in size , age groups average Rankings between significant No difference was found (H=1.480, p=0.427) .Continue commitment age in size groups between significant there is no difference (H=1.934, p=0.779) . However , normative loyalty in size age groups between significant spot a difference (H=7.502 , p=0.022). Average to the rankings According to , 31-39 years old group (2nd group ) normative loyalty in terms of 40-49 years old According to group (4th group ) more high One level exhibited . General organizational loyalty In terms of whereas age groups between significant there is no difference It was seen (H=4.485, p=0.590). Result as , age groups between just normative loyalty in size significant a difference was found , another in dimensions statistical aspect significant One difference detection has not been done .

**Table 4.** Kruskal -Wallis H Test Results Regarding Organizational Commitment Dimensions According to Working Time in the Current Institution

		n	Average Arrangement	Kruskal-Wallis H	Chi-Square	p.
Emotional loyalty	1 year little	62	180.66	8,810	8,795 <sup>b</sup>	<b>0.036</b> <b>5 &gt;1</b> <b>3&gt;1</b>
	1-3 years	72	193.19			
	4-6 years	92	197.73			
	7-10 years	84	197.32			
	11 years And above	93	231.51			
Continue commitment	1 year little	62	170.60	8,660	8,123c	0.070
	1-3 years	72	197.50			
	4-6 years	92	216.90			
	7-10 years	84	220.60			
	11 years And above	93	194.88			
Normative loyalty	1 year little	62	224.24	3,099	3,043d	0.541
	1-3 years	72	200.35			
	4-6 years	92	192.31			
	7-10 years	84	202.68			
	11 years And above	93	197.42			
Organizational loyalty	1 year little	62	184.27	3,096	3,127 <sup>e</sup>	0.542
	1-3 years	72	194.39			
	4-6 years	92	203.77			
	7-10 years	84	216.31			

11 years And above 93 205.03

p<0.05

Kruskal-Wallis H test to the results According to , available in the institution study to the duration according to organizational loyalty dimensions In terms of difference is It is not has been examined . Emotional loyalty in size , work duration groups between significant There was a difference (H=8.810, p=0.036). Mean to the rankings According to , 11 years And above employees (5th group ) emotional loyalty level , 1 year little According to employees (1st group ) more high It was found that 7-10 years employees (3rd group ) emotional loyalty level is also 1 year little to employees according to more is high . Continue commitment in size whereas study duration groups between significant there is no difference It was seen (H=6.860, p=0.070). Normative loyalty groups in terms of between significant spot a difference (H=0.994, p= 0.541 ). General organizational loyalty in size whereas significant there is no difference It was determined (H=3.096, p=0.542). Result as , available in the institution study duration just emotional loyalty in size significant while making a difference , in dimensions statistical aspect significant One difference detection has not been done .

**Table 5.** Kruskal -Wallis H Test Results for Organizational Health Dimensions by Age Groups

		n	Average Arrangement	Kruskal-Wallis H	K Square	p.
	30 years old And six	99	184.97	4,044	6,445 <sup>b</sup>	0.257
Organizational Integrity	31-39 years old	110	216.58			
	40-49 years old	103	205.48			
	50 years old And above	91	198.96			
	30 years old And six	99	197.23			
The manager's The effect	31-39 years old	110	216.90	2,540	4,634 <sup>c</sup>	0.468
	40-49 years old	103	197.46			
	50 years old And above	91	194.31			
	30 years old And six	99	209.36			
Respect	31-39 years old	110	212.80			
	40-49 years old	103	196.41	3,075	6,035 <sup>d</sup>	0.380
	50 years old And above	91	187.26			
	30 years old And six	99	204.81			
Study The order	31-39 years old	110	208.60	2,376	1,066 <sup>e</sup>	0.498
	40-49 years old	103	187.03			
	50 years old And above	91	207.90			
	30 years old And six	99	210.13			
Source support	31-39 years old	110	212.11	9,769	8,238 <sup>f</sup>	<b>0.035</b> <b>2&gt;3</b>
	40-49 years old	103	190.79			
	50 years old And above	91	193.62			
	30 years old And six	99	197.89			
Ray Importance	31-39 years old	110	210.78	0.931	3.115 <sup>g</sup>	0.818
	40-49 years old	103	197.29			
	50 years old And above	91	201.19			
	30 years old And six	99	200.41			
Organizational health	31-39 years old	110	218.02			



40-49 years old	103	189.06	3,431	3,583 <sup>hours</sup>	0.330
50 years old And above	91	199.00			

p<0.05

Kruskal-Wallis H test to the results According to age groups between organizational health dimensions In terms of significant is there a difference It is not has been examined . Organizational integrity in size , age groups average Rankings between significant No difference was found (H=4.044, p = 0.257 ). effect age in size groups between significant there is no difference It was seen that (H=2.540, p=0.468). Respect in size age groups between significant spot a difference The study was not conducted (H=3.105, p=0.380). order groups in size between significant No difference was found (H=1.066, p=0.785). Source support in size whereas age groups between significant spot a difference (H=9.769, p=0.035) . Average to the rankings According to , 31-39 years old group (2nd group ) , 40-49 years old than group (3rd group ) high source support to the perception owner is has been determined . The work importance in size age groups between significant No difference was found (H=9.331, p=0.318). General organizational health in terms of age groups between significant there is no difference detection (H=3.341, p=0.340) .

**Table 6.** Kruskal -Wallis H Test Results Regarding Organizational Health Dimensions According to Education Level Groups

		n	Average Arrangement	Kruskal-Wallis H	K Square	p.
Organizational Integrity	Primary Education / Secondary Education	37	222.61	14,663	9,183 <sup>b</sup>	<b>0.037</b> <b>1&gt;2</b> <b>3&gt;4</b>
	High school	96	186.41			
	Associate Degree	84	213.74			
	Licence	118	194.68			
	High Licence And above	68	211.00			
The manager's The effect	Primary Education / Secondary Education	37	217.54	2,222	4,899 <sup>c</sup>	0.695
	High school	96	188.62			
	Associate Degree	84	207.97			
	Licence	118	201.83			
	High Licence And above	68	205.35			
Respect	Primary Education / Secondary Education	37	222.18	3,566	7,017 <sup>d</sup>	0.468
	High school	96	190.12			
	Associate Degree	84	198.73			
	Licence	118	212.60			
	High Licence And above	68	193.44			
Study The order	Primary Education / Secondary Education	37	208.30	1,683	2,684 <sup>e</sup>	0.794
	High school	96	192.81			
	Associate Degree	84	213.76			
	Licence	118	198.66			
	High Licence And above	68	202.82			
Source support	Primary Education / Secondary Education	37	205.69	1,186	1,418 <sup>f</sup>	0.880
	High school	96	199.19			
	Associate Degree	84	196.65			
	Licence	118	210.81			
	High Licence And above	68	195.27			

Ray Importance	Primary Education / Secondary Education	37	206.86	1,541	1.015g	0.819
	High school	96	210.53			
	Associate Degree	84	202.97			
	Licence	118	191.72			
	High Licence And above	68	203.96			
Organizational health	Primary Education / Secondary Education	37	219.66	1,858	2,885 hours	0.762
	High school	96	191.86			
	Associate Degree	84	208.48			
	Licence	118	200.73			
	High Licence And above	68	200.90			

p<0.05

Kruskal-Wallis H test to the results According to education level groups between organizational health dimensions In terms of difference is It is not has been examined . Organizational integrity in size , education level groups between significant There was a difference (H=14.663, p=0.037). Mean to the rankings according to primary / secondary education at the level of participants ( group 1 ), high school According to those at the level (2nd group ) more high One organizational integrity to the perception owner is ; also Associate's degree at the level of participants (3rd group ) , high licence And above According to those at the level (4th group ) more high organizational integrity to the perception owner is has been determined . The manager effect in size education levels between significant No difference was found (H=2.222, p=0.529). Respect groups in size between significant spot a difference was not found ( H=3.566, p=0.312). order in size , education levels between significant there is no difference It was seen (H=1.683, p=0.641). Source support in size education levels between significant No difference was found (H=1.186, p=0.880) . importance also significant in size there is no difference It was determined (H=1.541, p=0.816). General organizational health groups in terms of between significant there is no difference detection (H=1.858, p=0.762) .

**Table 7.** Kruskal -Wallis H Test Results Regarding Organizational Health Dimensions According to Working Time in the Current Institution

	n	Average Arrangement	Kruskal-Wallis H	K Square	p.	
Organizational integrity	1 year little	62	197.10	2,023	2,897 <sup>b</sup>	0.732
	1-3 years	72	192.49			
	4-6 years	92	198.22			
	7-10 years	84	202.61			
	11 years And above	93	215.82			
The manager's effect	1 year little	62	187.31	9,063	5,582 <sup>c</sup>	0.060
	1-3 years	72	188.23			
	4-6 years	92	201.93			
	7-10 years	84	191.22			
	11 years And above	93	232.25			
Respect	1 year little	62	180.02	13,601	7,487 <sup>d</sup>	<b>0.009</b> <b>5 &gt; 2</b>
	1-3 years	72	174.42			
	4-6 years	92	199.74			
	7-10 years	84	209.44			
	11 years And above	93	233.51			
Study order	1 year little	62	203.90	2,186	1,723 <sup>e</sup>	0.702
	1-3 years	72	184.81			
	4-6 years	92	201.63			
	7-10 years	84	209.74			

	11 years And above	93	207.42			
	1 year little	62	182.28			
Source support	1-3 years	72	179.98			
	4-6 years	92	202.25	8,210	1,456 <sup>f</sup>	0.084
	7-10 years	84	210.99			
	11 years And above	93	223.82			
	1 year little	62	180.71			
	1-3 years	72	195.69			
Ray importance	4-6 years	92	212.72	5,162	6.081 <sup>g</sup>	0.271
	7-10 years	84	218.75			
	11 years And above	93	195.35			
	1 year little	62	180.24			
	1-3 years	72	175.54			
Organizational health	4-6 years	92	205.51	9,770	12,505 <sup>hours</sup>	<b>0.044</b>
	7-10 years	84	214.14			
	11 years And above	93	222.55			

p<0.05

Kruskal-Wallis H test to the results According to , available in the institution study to the duration according to organizational health dimensions In terms of significant differences is It is not reviewed . Respect in size study duration groups between significant There was a difference (H=13.601, p=0.009). Mean to the rankings According to , 11 years And above employees (5th group ) , 1-3 years According to employees (2nd group ) more high One respect to the perception owner is has been determined . General organizational health Working in size duration groups between significant A difference was found (H=9.770, p=0.044), but Bonferroni correction post- This difference is also statistical aspect significant acceptance not included . Other dimensions ( organizational integrity of the manager effect , study scheme , source support And ray importance ) for groups between significant spot a difference was not found (p>0.05).

**Table 8.** Spearman's Statistics on the Relationship Between Organizational Commitment and Organizational Health Rho Correlation Analysis Results

		1	2	3	4	5	6	7	8	9	10	11
Emotional commitment (1)	r	1,000	,337**	-0.01	,604**	,642**	,806**	,668**	,536**	,687**	,250**	,840**
	p.		0,000	0.788	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
Continue commitment (2)	r		1,000	,143**	,779**	,172**	,325**	,327**	,227**	,308**	,732**	,524**
	p.			0.004	0,000	0.001	0,000	0,000	0,000	0,000	0,000	0,000
Normative commitment (3)	r			1,000	,543**	,237**	,121*	-0.06	,370**	-0.08	0.016	,134**
	p.				0,000	0,000	0.015	0.195	0,000	0.074	0.755	0.007
Organizational commitment (4)	r				1,000	,511**	,610**	,437**	,552**	,403**	,516**	,731**
	p.					0,000	0,000	0,000	0,000	0,000	0,000	0,000
Organizational integrity (5)	r					1,000	,701**	,357**	,648**	,281**	,129**	,702**
	p.						0,000	0,000	0,000	0,000	0.010	0,000
The manager's effect (6)	r						1,000	,524**	,610**	,492**	,225**	,819**
	p.							0,000	0,000	0,000	0,000	0,000
Saygı (7)	r							1,000	,222**	,757**	,250**	,741**
	p.								0,000	0,000	0,000	0,000

Study layout (8)	r	1,000	,274**	0,094	,638**
	p.	0,000	0,059	0,000	
Source support (9)	r	1,000	,262**	,730**	
	p.	0,000	0,000		
Ray importance (10)	r	1,000	,490**		
	p.		0,000		
Organizational health (11)	r			1,000	
	p.				

Spearman's rho correlation analysis to the results According to organizational loyalty dimensions with organizational health dimensions between positive And significant Relationships is It has been seen . Emotional loyalty with organizational health between strong One relationship detection ( $r=0.840$ ,  $p=0.000$  ). In addition , sensory loyalty organizational integrity of the manager influence , respect And source support with positive And significant to relationships has . Continue commitment with organizational health between significant One relationship was found ( $r=0.524$ ,  $p=0.000$ ), the same in time organizational loyalty And normative loyalty with positive Relationships observed . Normative commitment , organizational health ( $r=0.731$ ,  $p=0.000$ ) and organizational integrity like other also meaningful with dimensions Relationships Organizational health , organizational loyalty with its dimensions positive And strong to relationships has ; especially organizational loyalty with strong One connection ( $r=0.732$ ,  $p=0.000$ ). These analyses show that organizational loyalty dimensions organizational health on it effect Supports in nature is , all dimensions between strong And significant Relationships is emerge is putting .

**Table 9.** Regression Analysis Results on the Effect of Organizational Commitment on Organizational Health

	Not standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	p.
Still	1,374	0.125		10,960	0,000
Organizational health	0.674	0.031	0,733	21,599	0,000
	F	Sig.	R	R <sup>2</sup>	
	466,519	,000 <sup>b</sup>	,733 <sup>a</sup>	0,538	

Regression analysis to the results According to organizational your loyalty organizational health on positive And significant One effect is detection Organizational loyalty variable regression coefficient (B) as 0.674 It was found that this is organizational in commitment One unity increase organizational health on 0.674 units One increase created The standardized Beta coefficient is 0.733 , indicating that organizational your loyalty organizational health on it strong effect expression Meaningfulness level (p) as 0.000 calculated And This result , relationship statistical aspect significant is emerge The model has been put general its significance The F value evaluated as 466.519 found And This is the model general aspect significant is ( $p=0.000$ ). Also , R<sup>2</sup> value is 0.538 . calculated , this is also organizational health in the variable total 53.8% of the variance is organizational loyalty by It was explained The result shows as organizational your loyalty organizational health on strong , positive And significant One effect is has been determined .

## CONCLUSION

At the end of this research, the effect of organizational commitment on organizational health was examined. In terms of organizational commitment dimensions, a significant difference was found only in the emotional commitment level between married and single participants, and it was determined that married participants exhibited higher emotional commitment. A significant difference was found only in the normative commitment dimension between age groups, and it was seen that the normative commitment level of the 31-39 age group was higher. In terms of working hours, a significant difference was found only in the emotional commitment dimension, and it was found that those who worked for longer periods had higher emotional commitment levels.

In organizational health dimensions, a significant difference was found only in the resource support dimension between age groups, and it was determined that the 31-39 age group had a higher perception. In terms of education levels, a significant difference was found only in the organizational integrity dimension, and it was seen that participants with primary/secondary education and associate degree levels had a higher perception. In terms of working hours, a significant difference was found only in the respect dimension, and it was determined that those who worked for longer periods had a higher perception of respect.

Positive and significant relationships were found between organizational commitment and organizational health dimensions, and it was determined that especially emotional commitment showed a strong relationship with organizational health. According to the regression analysis results, it was determined that organizational commitment had a strong, positive and significant effect on organizational health.

Based on the research results, the following recommendations have been prepared:

It has been observed that emotional commitment and perception of respect increase as the length of service increases. Therefore, motivation-enhancing policies should be developed for long-term employees in the organization and their experiences should be utilized. For example, seniority awards can be given to long-term employees.

Considering that organizational commitment has a strong impact on organizational health, improvements should be made in leadership development, workload balance, and job satisfaction to increase employee commitment. Workplace health programs and stress management workshops can be organized to support employees' physical and psychological health.

Research results show that organizational health dimensions are closely related to employee commitment. Therefore, corporate culture should be structured to ensure that employees work with trust, respect and cooperation and should be kept open to continuous development.

In order for organizational health dimensions to be perceived strongly, it is important to include employees in decision-making processes. Platforms should be created to receive employee suggestions and the implementation of these suggestions should be encouraged.

Continuous training and personal development programs should be implemented to create positive effects on organizational commitment and health. These programs will allow employees to improve themselves and increase their commitment to the organization.

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