

The effect of organizational health on the employee performance in the extractive industries

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CHRONICLE

Article history:

Received: April 10, 2022

Received in revised format:

May 14 2022

Accepted: June 6, 2022

Available online:

June 6, 2022

Keywords:

Organizational Health

Employee Performance

Extractive Industries

ABSTRACT

The purpose of this study was to investigate the relationship between organizational health and the performance of employees in the extractive industry. The quantitative approach was employed as the research methodology by the researchers. Participants in the study are individuals who are employed by companies that are involved in the extraction of minerals and other resources. Three hundred forty-three valid questionnaires were recovered for further analysis from a sample of 360 employees who were found to be an appropriate fit for delivering the study questionnaire to them. The findings of the study indicate that organizational health, as measured by its dimensions (communication, trust, cohesiveness, targeting, and creativity), had a statistically significant impact on the employees' performance at the extractive sectors in Jordan. The researchers provided a number of recommendations, including the necessity to build unified and fair administrative accountability mechanisms, as well as the need for extractive companies' decision makers to collaborate in order to understand the demands and requirements of employees.

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1. Introduction

The business environment is constantly changing, with many companies across industries operating under difficult conditions, particularly in 2021, which marked the peak of the novel coronavirus, COVID-19, where Gartner reported that 47 percent of organizations experienced some form of disruption, struggled due to frequent closures and curfew, talent shortage, low customer demand, and new regulations related to the virus's spread and the mechanism for dealing with it. According to Brega et al. (2019, 146), many organizations were able to face this violent transformation due to their good "health", which meant that the organization's health qualified it to overcome the risks of viral transmission and return to the market with vigor and effectiveness. As a result, the organization's health is just as vital as human health because of its position.

Organizations are viewed as organizations with an identity distinct from their individuals, and this new identity has the potential to affect employee behavior. Employees are dedicated to their companies, their duties are specific and useful, and they experience excellent performance and belonging to their work, according to the concept of organizational health. To create a healthy society, health organizations that are defined by continuity, surviving in their environment, adjusting to it, and upgrading and growing their adaptive capacity must be established (Charoghchian et al., 2020)

Organizational health is derived from psychology and refers to intellectual superiority. It, like humans, goes through numerous cycles and means of balance, health, disease, and death. As a result, the organization, like a person, can be cultural, non-cultural, healthy, or sick, as it is one of the indicators of management's performance in completing its essential responsibilities. (Aaby et al., 2020).

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Human resources are one of the most significant resources in any business, and every firm's success, continuity, and profitability are all dependent on the performance of its personnel. To the extent that staff performance is high and distinct, the more successful the organization is in implementing its goal and strategy and achieving a lasting competitive advantage, which necessitates monitoring and recognizing the elements influencing it (Diamantidis & Chatzoglou, 2019).

The extractive industries sector is one of Jordan's most important industrial sectors. Phosphate and potash are Jordan's most important natural resources, and there are many positive expectations for this sector with the increase in local added value and investment in new areas such as oil shale and uranium, which requires work to activate the exploitation of untapped raw materials in the Kingdom to raise the reality of this sector to meet the high global demand. This emphasizes the importance of conducting studies on it that contribute to improve the performance of its staff.

As a result, the researchers decided to undertake this study in order to determine the effect of organizational health on the performance of extractive industry personnel. This study's scientific significance focuses on the necessity for researchers to pay attention to employees' performance and to highlight the impact of organizational health on employees' performance. The practical significance of this study stems from the fact that it is being conducted on one of Jordan's most prominent economic sectors, namely the extractive sector, which is distinguished by being an important tributary of the national economy, and whose importance has increased over the last decade due to global demand for this sector's products and high global prices.

2. Problem Statement

Considering substantial variations in global economic conditions caused by the Corona pandemic crisis, Jordan's extractive industries sector is facing stiff competition from rival firms. This necessitates that enterprises in this area focus on enhancing the performance of their staff.

The study's problem is the performance of employees in the extractive industries sector. The researchers discovered that it is vital to investigate factors connected to the settings under which he works and the conduct he exhibits at work. According to the researchers' understanding, lack of previous studies in this sector concerned with examining the impact of organizational health on employees' performance. Many researches, such as the study of Herzallah and Argawi, (2019), the study of Gabr et al. (2019), and the study of Abu Jalil (2019), have stressed the necessity of undertaking recent studies of organizational health.

As a result, the research problem focuses on answering the following questions:

1. What is the relative importance of organizational health and employees' performance in Jordan's extractive industries?
2. What is the effect of organizational health (communication, trust, cohesiveness, targeting, and creativity) on the performance of employees in Jordan's extractive industries sector?

2.1 Study hypotheses

The following is a presentation of the study hypotheses (See Fig. 1):

2.1.1 Main Hypothesis

H₁: *There is a statistically significant effect of organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the performance of employees in its dimensions at the extractive industries in Jordan.*

The study also considers the following sub-hypotheses:

H₁₋₁: *There is a statistically significant effect of organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the Employee's performance of his predetermined role at the extractive industries in Jordan.*

H₁₋₂: *There is a statistically significant effect of organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the Employee's performance of the additional role towards clients at extractive industries in Jordan.*

H₁₋₃: *There is a statistically significant effect of organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the Employee's performance of the additional role towards the organization at the extractive industries in Jordan.*

2.2 Theoretical Framework

2.2.1 Organizational Health

The uniqueness of the idea of organizational health is shown in the dedication of employees to their respective responsibilities. It is not uncommon for employees to be eager to get to work in a strong company and to take pride in their work. When it comes to the performance of any system, the well-being of the organization has a significant impact on the physical and mental well-being of those involved, as well as their ability to perform their jobs effectively and successfully, as well as their ability

to assess their own abilities and those of others (Motevallizadeh & Zakiani, 2011). It is the ability of an organization to carry out its duties to the best of its abilities that constitutes organizational health (Asefi et al., 2017).

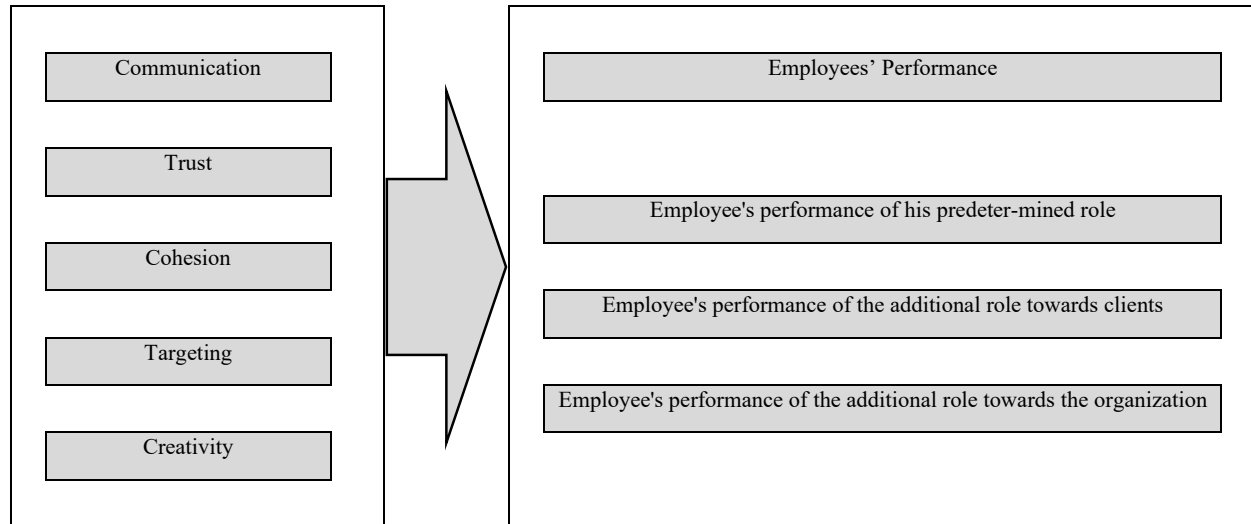


Fig. 1. The proposed study

Source: (Herzallah & Argawi 2019; Abu Jalil, 2018; Bodla et al., 2014).

In general, the health of the organization is represented as the ability of the organization to adapt to the environment, foster cooperation among its members, and fulfill its objectives.

Mohammadisadr et al. (2012) identified the following organizational health components:

- 1) *Relationship*: In a healthy organization, individuals' cascading relationships with subordinates and senior officials must be appropriately enabled. The relationship should be reciprocal, with specifics established at various levels of the organization.
- 2) *Organizational Contribution and Participation*: In a healthy organization, personnel at all levels must participate in making organizational choices.
- 3) *Trust*: In a healthy company, employees have a high level of trust in one another.
- 4) *Organizational reputation*: In a healthy organization, perceptions of employees will reflect positive credit and standing, based on employees' principles, and honoring the standing and authority of their department or division.
- 5) *Morale*: In a nice environment where employees love each other and their jobs, proper spirit is formed in the organization.
- 6) *Professional Ethics*: In general, there is no unethical action in a healthy organization. Employees, on the other hand, want to be respected and appreciated for their internal ethics and behavior.
- 7) *Goal path*: In a healthy environment, employees can notice the high concentration of their departments and differentiate goals across the business to contribute to goal formation.
- 8) *Leadership*: Leaders are crucial to the organization's profitability and performance. Leaders often have a warm manner, and employees can quickly and comfortably form a relationship with them.
- 9) *Personnel Development*: In a healthy organizational environment, there is almost a separate board to support the training and continuous improvement of the organization's human resources.
- 10) *Application of Resources*: Employees should be aware that the resources and facilities have been allocated amongst themselves in a worthy and acceptable manner based on their advancement expectations. Human resources in the system, particularly employees, are utilized effectively in healthy businesses, i.e. persons are not unemployed and do not work longer than the normal time.

The organization's health can also be examined in seven dimensions, which are as follows (Yüceler et al, 2013):

1. *Organizational Integrity*: Through its ability to adapt to its environment, the organization ensures the integrity of its initiatives.

2. *Organizational director influence*: Organizational directors can affect the decisions of the higher system to which they are subject. The ability to persuade their decision-making organs, as well as reputation and not being clouded by hierarchical barriers, are crucial elements for organizational managers.

3. *Respect*: This comprises the friendly, supportive, open, and honest actions exhibited by the organization's managers toward its employees. These actions are critical for improving employee performance.

4. *Work order*: covers the actions of the organization's manager in relation to his/her tasks/accomplishments. The organization's manager effectively expresses staff expectations, performance requirements, and policies.

5. *Resource assistance entails* the availability of enough machinery and equipment in the organizations, as well as the purchase of extra resources on demand.

6. *Morale*: This is the total of the organization's members' camaraderie and openness, as well as their excitement and confidence in the work they accomplish. Employees are tolerant of one another, help one another, are proud of the organization in which they work, and finishing the task makes them happy.

7. *The significance of work*: It is tied to companies striving for work excellence. Work begins with setting high but attainable goals for personnel, and manufacturing operations are carried out in a serious and methodical fashion.

In light of the foregoing, the researchers use the following dimensions to assess organizational health in this study: (Abu Jalil, 2018; Herzallah and Argawi, 2019)

1. *Communication*: A secure company maintains and fosters an ongoing relationship between employees as well as between employers and employees. At different levels of the organization, the relationship should be developed mutually and without fear.

2. *Trust*: There is personal trust in a secure organization in this way. Employees are proud to discuss where they work and what they do. People are ready to get to work and believe that their organization is a good place to work. They also take an active role in meetings.

3. *Cohesion*: A high spirit is essential for a secure organization, and it is provided by a friendly atmosphere in which employees generally love each other and their work and do so with earnestness and enthusiasm.

4. *Targeting*: Organizational goals are realized in a safe environment, and the relationship between goals and functions is obvious. Employees are adequately involved in targeting and may easily recognize the organization's goals in such a safe environment.

5. *Creativity*: Proper resource utilization is critical for a secure corporate environment. Employees must believe that the resources and facilities associated with success expectations are adequate and consistent with them.

2.2.2 Employee Performance

Organizations have learned that in order to thrive in the ever-changing business environment, they must establish distinct dynamic features that enable their competitive advantages. Because employee performance ultimately reflects organizational performance, how employees perform their roles can have an impact on an organization's success or failure, either directly or indirectly. According to Sultana et al. (2012), employee performance is measured as follows: achievement of objectives measured against pre-determined criteria or the desired degree of accuracy and completeness. Employees who execute to the required standard can be deemed good performers.

According to Sila (2014), worker performance is how successful a person is in accomplishing a specific task as well as the perspective with which he or she completes that activity.

The performance evaluation process is the process of reviewing each employee's performance over a specific period to analyze the level and quality of his performance; the process is carried out to determine whether the performance is excellent or not, and in what areas. Such performance may involve the individual's designated actions, efforts, and/or behavior. When the process is carried out in accordance with a well-studied scientific system, it must be founded on significant performance criteria for the organization and the nature of its job, as well as on objectively comparing the performance of different employees. This is referred to as a "performance assessment"; it is also referred to as a "performance appraisal" since it is concerned with analyzing each individual's performance over a specific period in order to judge the "quality of performance". We also refer to the stable arrangements for conducting the review as a "performance appraisal system", and there are many who refer to the evaluation (or evaluating and estimating efficiency) as efficiency appraisal, and sometimes, efficiency measurement. In English, the current common term is appraisal, not evaluation, because the concept of "evaluation" implies the possibility of assigning a specific value, whereas the concept of "appraisal" assumes that it is difficult to assign a figure to an individual's performance over a full year, so what is done is an estimate of this performance (Bodla et al., 2014).

3. Methodology

In this study, which examines the impact of organizational health on the employee performance in the extractive industries, the researchers used a quantitative approach in terms of method and procedures.

3.1 Population and Sample

In Jordan, the research population is made up of individuals working for enterprises involved in the extractive industries. A random sample of 360 employees was selected in order to deliver the study questionnaire to them, and 343 valid questionnaires were recovered for further analysis.

3.2 Tool of the Study

The questionnaire was used as the primary means of collecting primary data relevant to the subject of the study, and it was prepared and validated to ensure that it was measuring the study variables as specified. The factors in the study were measured using a five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree).

3.3 Statistical Analysis

Descriptive Analysis

Mean and standard deviation of the research variables were retrieved, as presented in the table below:

Table 1
Descriptive Statistics

Variables	Mean	Variables	Mean	Variables	Mean
Communication	3.8382	Targeting	3.8406	Additional	3.9598
Trust	3.6655	Creativity	3.8136	Organization	3.9861
Cohesion	3.7886	Predetermined	4.1148	Performance	4.0202

It appears that people have favorable attitudes about the variables listed above because their means are greater than the critical number (3), as indicated by the data in the preceding table. Furthermore, it is observed that targeting has the greatest positive attitudes, whereas trust has the least positive attitudes.

3.4 Hypotheses Testing

3.4.1 Main Hypothesis

H1: There is a statistically significant effect for organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the employee's performance in its dimensions at the extractive industries in Jordan.

Table 2
The Main Hypothesis Testing

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.637 ^a	.406	.397	.42165		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.770	5	8.154	45.863	.000 ^b
	Residual	59.736	336	.178		.227
	Total	100.506	341			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.246	.139		16.203	.000
	Communication	.090	.047	.116	1.914	.056
	trust	-.062	.052	-.100	-1.211	.227
	Cohesion	.122	.056	.179	2.191	.029
	Targeting	.016	.051	.024	.315	.753
	Creativity	.297	.053	.464	5.611	.000

a. Dependent Variable: Performance

This hypothesis may be tested using a multiple regression test, which shows that $F=45.863$ is significant at a 0.05 level and that the correlation between the variables is very high ($r=0.637$). A total of 40.6% of the variance in the dependent variable may be attributed to the independent factors. That means, there is a statistically significant effect for organizational health

with its dimensions (communication, trust, cohesion, targeting, creativity) on the employee's performance in its dimensions at the extractive industries in Jordan.

From the main hypothesis, the following sub-hypotheses were emerged:

H1-1: There is a statistically significant effect of organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the employee's performance of his predetermined role at the extractive industries in Jordan.

Table 3
The results of testing the first sub-hypothesis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.685 ^a	.470	.462	.45036		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.410	5	12.082	59.569	.000 ^b
	Residual	68.148	336	.203		
	Total	128.558	341			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.002	.148		13.525	.000
	Communication	.028	.050	.031	.546	.585
	Trust	-.027	.055	-.039	-.496	.620
	Cohesion	.234	.060	.303	3.924	.000
	Targeting	.041	.054	.055	.750	.454
	Creativity	.279	.056	.386	4.944	.000

This hypothesis may be tested using a multiple regression test, which shows that $F= 59.569$ is significant at a 0.05 level and that the correlation between the variables is very high ($r= 0.685$). A total of 47% of the variance in the dependent variable may be attributed to the independent factors. That means, there is a statistically significant effect for organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the employee's performance of his predetermined role in the extractive industries in Jordan.

H1-2: There is a statistically significant effect of organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the Employee's performance of the additional role towards clients at extractive industries in Jordan.

Table 4
The results of testing the second hypothesis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.421 ^a	.177	.165	.60244		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.313	5	5.263	14.500	.000 ^b
	Residual	121.947	336	.363		
	Total	148.260	341			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.632	.198		13.290	.000
	Communication	.084	.068	.089	1.246	.214
	trust	-.082	.074	-.109	-1.118	.264
	Cohesion	.041	.080	.050	.518	.605
	Targeting	-.035	.072	-.044	-.483	.629
	Creativity	.337	.076	.434	4.458	.000

This hypothesis may be tested using a multiple regression test, which shows that $F= 14.5$ is significant at a 0.05 level and that the correlation between the variables is very high ($r= 0.421$). A total of 17.7% of the variance in the dependent variable may be attributed to the independent factors. That means, there is a statistically significant effect for organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the employee's performance of the additional role towards clients in extractive industries in Jordan

H1-3: There is a statistically significant effect of organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the employee's performance of the additional role towards the organization at the extractive industries in Jordan.

Table 5
The results of testing the third hypothesis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.547 ^a	.300	.289	.54160		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.186	5	8.437	28.763	.000 ^b
	Residual	98.561	336	.293		
	Total	140.747	341			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.103	.178		11.814	.000
	Communication	.160	.061	.174	2.630	.009
	trust	-.078	.066	-.105	-1.172	.242
	Cohesion	.091	.072	.113	1.277	.202
	Targeting	.042	.065	.055	.649	.517
	Creativity	.274	.068	.362	4.035	.000

This hypothesis may be tested using a multiple regression test, which shows that $F = 28.763$ is significant at a 0.05 level and that the correlation between the variables is very high ($r = 0.547$). A total of 30% of the variance in the dependent variable may be attributed to the independent factors. That means, there is a statistically significant effect for organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the employee's performance of the additional role towards the organization at the extractive industries in Jordan

4. Results and Recommendations

Based on the results of the analysis, the following results were reached:

- There is a statistically significant effect for organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the performance of employees in its dimensions at the extractive industries in Jordan.
- There is a statistically significant effect of organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the Employee's performance of his predetermined role at the extractive industries in Jordan.
- There is a statistically significant effect of organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the Employee's performance of the additional role towards clients at extractive industries in Jordan.
- There is a statistically significant effect of organizational health with its dimensions (communication, trust, cohesion, targeting, creativity) on the Employee's performance of the additional role towards the organization at the extractive industries in Jordan.
- The creativity variable has the highest effect on the employees' performance at extractive industries in Jordan
- It is observed that targeting has the greatest positive attitudes, whereas trust has the least positive attitudes.

The researchers made several recommendations, including the need to establish unified and fair administrative accountability systems, as well as for municipal authorities to work to identify employees' needs and requirements, increase their participation in decision-making, and work to boost their morale through various means. The necessity that there are no issues interfering with the smooth flow of the company's communication process, and that the routine for transferring information across departments is not followed. It is also critical for the company's management to stand by its employees in all conditions and to strengthen the bonds of trust among employees, as well as the company's interest in setting clear goals for its employees. In addition, the company's management must be enthusiastic in pursuing new goals at work.

5. Conclusion

The purpose of this study was to determine the relationship between organizational health and employee performance. The research was conducted in the extractive industries sector of Jordan. According to the findings of the study, organizational health is extremely important in this industry, particularly because employees in the sector are aware of its significance to their own personal well-being.

This study demonstrated that organizational health, in all its dimensions, has a significant impact on the performance of employees in this vital industry, a finding that is consistent with the findings of Harzallah and Arqawi (2019), Gabr et al. (2019), and Abu Jalil et al. (2019).

This study also demonstrated the significance of creativity as a key and important aspect in organizational health, as well as its function in having a substantial impact on the level of performance of employees in the organizations under investigation.

The study's limits have been identified in its application to the extractive industries sector solely, as well as to employees of companies operating in this area, respectively. Consequently, distinguished further studies on organizational health at various economic sectors in Jordan will be required in the future.

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