

EFFECT OF HUMAN RESOURCE DEVELOPMENT CLIMATE ON ORGANIZATIONAL COMMITMENT: A STUDY OF SELECTED HOSPITALS IN THE STATE OF PUNJAB

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Abstract

Healthcare aims to boost physical condition, cure, provide medication, and enhance the quality of life. Every medical professional has chosen a job to help humanity generously and kindly. The sector has evolved into a complicated and sophisticated system with excellent products, ideas, and millions of sponsors responsible for how the industry is maintained, developed, or grows. Numerous patients are seen in healthcare organizations for various medical problems and complications. Still, in communities, particular concerns are more than challenging and affecting society, which may need immediate awareness and funds to get the best possible outcomes together with a patient's recovery. The focus of this study is to investigate the relationship between human resource development climate and organizational commitment in a selected group of Punjab hospitals that are accredited by the Public Health System Corporation and the National Accreditation Board of Hospitals. The study collected information from 382 those who participated, who were employed in the healthcare sector in the state of Punjab. Two different, structured surveys were given out for each variable, with data analysis performed using Smart PLS. The results show that human resource development has a significant effect on organizational commitment. A Likert scale with a range of 1 to 5 was used to measure intervals between the variables.

Keywords: Human resource development climate, Organizational commitment, and medical problems.

Introduction :

In the present economic world, every organization deals with innovative experiments to maintain efficiency and develop dedicated staff. Every sector can't now operate at the most significant stages unless every staff member is dedicated to the organization's goals. As a result, it is critical to comprehend the concept of commitment and its potential outcomes. Numerous studies have been conducted to investigate the idea of organizational commitment. Nonetheless, commitment is the most challenging and researchable concept in management and organizational behavior. Dixit and Bhati (2012) Businesses have realized that using their valuable human resources is the only way to thrive in today's environment of intense competition. Significant strategic assets and elements of long-term economic improvement are human resources. The most valuable resource a firm can

have is qualified individuals. Finding outstanding staff might be difficult but keeping them on board can be even more challenging. Organizations are changing to meet the new requirements and demands of their workforce. They can act to match their needs and give them an elite experience by providing a favorable setting for growth. It will ensure human capacity planning by enabling people to succeed and accomplish the organization's objectives. Any company's success depends on the HRD climate because it either tangibly or ultimately affects the performance of employees. Staff will be the most considerable input to the company's objectives if a favorable HRD climate. As a result, by creating a welcoming environment, an organization can achieve long-term growth through a dedicated workforce. Previous research has identified learning, training, information systems, rewards, and recognition as significant predictors of HRD climate and organizational efficiency (Chaudhary, Rangnekar, & Barua, 2012; Hassan et al., 2006; Mittal, Gupta, & Motiani, 2016; Mufeed & Gurkoo, 2006). Although previous researchers investigated the relationship of organizational commitment with factors such as employee turnover, employee satisfaction, conflict management and role stress, HRM practices, and so on, there are few studies on the dimensional impact of HRD climate and organizational commitment (Puja Purag, 2008).

Literature Review

HRD Climate

Since its inception in the 1960s in the United States, HRD has gained worldwide recognition and will be utilized in practically all organizations. In 1968, Nadler's University at George Washington was praised for being the first to use this phrase. According to the initiative led by Professors Uday Pareek and T.V. Rao, who served as consultants for evaluating the L&T Performance Appraisal System, India first saw the construction of an HRD atmosphere 25 years ago. Employee impressions of the workplace's rules, practices, and conditions are referred to as the HRD climate. Rao and Abraham (1989) emphasized various HRD mechanisms such as role analysis, performance assessment, career management, learning & support, overall organizational actions, and counseling and productivity evaluations. According to Becker's dedicated research from 1960, As evidenced by the fact that it has been used to allude to elements associated with jobs, power, theology, and economics, the phrase has been used to describe a wide range of activities as other variables. Numerous factors, such as career progression, profession, institution, membership, professional ethics, job happiness, and other theoretically related variables, might indicate how committed employees are to their work. Rao and Abraham (1989) identified a few human resource development components, including career guidance, development, advancement, rewards, and so on, during a survey of 68 Indian organizations. They also discovered that the employee's understanding of the HRD climate was more important than the actual HRD practice. According to them, HRD culture is a vital and powerful tool in transforming HRD practices into profit, and it is imminent to implement a general supporting climate for HRD. According to Pillai (2004), HRDC refers to the entire environment present in an organization that promotes the growth and development of its human resources. An effective HRDC is open, cooperative, team-oriented, reliable, proactive, and independent.

HRD climate is an organization's internal environment that results from the behavior of its members, particularly top management (Muduli, 2015; Otoo, 2019). The HRD environment provides opportunities for growth and learning to help achieve organizational goals and business objectives (Armstrong & Baron, 2002; Mishra & Bhardwaj, 2002; Mittal, Gupta, & Motiani, 2016; Raub & Liao, 2012; Rao & Abraham, 2010). According to Solkhe and Chaudhary (2011), the presence of various elements of HRD Climate in an organization helped increase job satisfaction. It provided the impetus for developing cordial and healthy relationships among multiple members of the organization, which improved organizational performance. There was a slight positive association between HRD climate and Normative and Continuation Commitment, suggesting that the effect of HRD climate on affective commitment is stronger than the effect of human resource development climate on continuance and normative commitment among Nigerian banking industry personnel (Benjamin & David, 2012). Cooper Hakim Viswesvaran (2005) created the promise as an assembled property offer (Meyer, Allen & Smith, 1993). A happy work environment has been related to studies on how employee engagement improves organizational commitment outcomes. According to West, Patterson, and Dawson (1999), there is compelling evidence linking work satisfaction assessments to climate variables.

Organizational commitment

According to Meyer and Allen (1991), organizational commitment is the employee's emotional connection to the organization. Many scholars working on organizational behavior have made significant contributions to the expansion of the OC literature by developing a wide variety of OC definitions and scales to assess them. These contributions have helped the field of workplace culture come a long way. However, the three-component model of OC that Meyer and Allen (1991, 1997) developed to characterize an employee's commitment to the organization has been the most widely used framework:

Affective Commitment :

Affective commitment (AC) is the term used to describe the favorable psychological connection that an employee has to the organization, as well as a psychological feeling of identification with the organization as a whole. An employee who has an emotional connection to his or her workplace wants to continue being a part of the organization.

Continuance Commitment :

Continuance commitment (CC) is described as commitment from staff that is based on the social and financial implications of leaving the firm. A staff member who has a continuance commitment wants to stay with the organization since there is no better alternative.

Normative Commitment :

A sense of moral obligation to the organization is the essence of what is known as normative commitment (NC). When an employee feels obligated to stay with the company because of the benefits they receive there, this type of commitment is known as normative commitment.

Thus, the term "employee organizational commitment" refers to the intention of any employee to continue working for his or her organization in the months and years to come. Every single successful organization in the world was able to achieve its level of success because of its exceptionally talented employees. As a result, every organization has the same goal, which is to have committed employees; this is one reason for the wide acceptance of the organization commitment concept. In recent years, the idea of organizational change (OC) has received a significant amount of attention from academicians as well as practitioners (Brown, 1996; Chughtai & Zafar, 2006; Mowday, Steers, & Porter, 1979; Yahaya & Ebrahim, 2016). The literature on organizational behavior gives OC a substantial amount of attention because it has a significant impact on the interaction between the work environment and the performance of employees in the organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Mowday et al., 1979; Yahaya & Ebrahim, 2016). The organization's success is enhanced by employees' commitment (Yahaya & Ebrahim, 2016). An inconsistency in the meaning of commitment has been noted in the literature (Yahaya & Ebrahim, 2016), which caused uncertainty about OC (Darolia, Kumari, & Darolia, 2010). Porter, Steers, Mowday, and Boulian (1974) defined OC as a combination of three mental variables: first, a commitment and acknowledgment of hierarchical firm objectives; second, a readiness to apply significant exertion toward authoritative objective achievement (contribution); and third, a strong urge to stay in an association (dependability). Solid and Zanelli (2006) identified six OC interpretations: instrumental, standardizing, effective, sociological, conduct, and affiliate. Piyasena and Kottawatta (2018) examined how employee engagement affects the OC. Sri Lankan public universities randomly selected 317 non-academics. Structured questionnaires were employed for research. Bivariate and multivariate analysis showed that employee engagement positively affects OC. Employee engagement and continuation commitment are weakly correlated. Thus, employee engagement is crucial to human behavior.

HRD Climate and Organizational Commitment

Employee devotion and loyalty to his organization are called organizational commitment (Hassan, 2012). It impacts employee retention, performance, and productivity (Dixit & Bhati, 2012; Guchait & Cho, 2010; Malhotra & Mukherjee, 2004, McMurray et al., 2004, Pool, 2007; Sabine & Pascal, 2011). According to several studies, practical employee commitment improves organizational performance (Malhotra & Mukherjee, 2004; Pattnaik & Sahoo, 2019; Uraon, 2018). Organizational commitment (Affective, Normative, and Continuous) significantly impacted continued efficiency in the auto industry (Dixit & Bhati, 2012). Previous research has also found a link between HRD practices and organizational commitment (Singh & Chaudhary, 2018; Uraon, 2018). Employee commitment is responsible for higher employee motivation and lowers employee absenteeism in a service context. Organizational commitment instills in employees a sense of willingness to put in extra effort on the job, positively influencing service level (Castro et al., 2004;

Guchait & Cho, 2010; Ueno, 2014). Devi & Pujitha (2013) attempted to examine how IT company employees perceived the HRD climate and the connection between that climate and company commitment. It was realized that most respondents were extremely satisfied with the development climate and that there was a positive correlation between HRD dimensions and organizational commitment after surveying 226 employees using Rao and Abraham's HRD Climate scale and Allen and Meyer's organizational commitment scale. Training had the strongest positive link with the organizational commitment of any of the factors.

Hypotheses 1: There is a significant effect of Human resource development climate on organizational commitment in the selected hospitals of Punjab.

Methods

Method for Sampling and Data Collection

The dependent variable OC and the independent HRDC were evaluated using a standardized questionnaire. Information was gathered from hospitals in Punjab state. Data have been collected from 382 employees in selected hospitals in Punjab using proportionate stratified sampling to meet the objectives. Both the variable, "organizational commitment," the dependent variable, and the independent variable, "HRD climate," were assessed using standardized questionnaires. The results of these analyses are presented below.

Variables and Measures

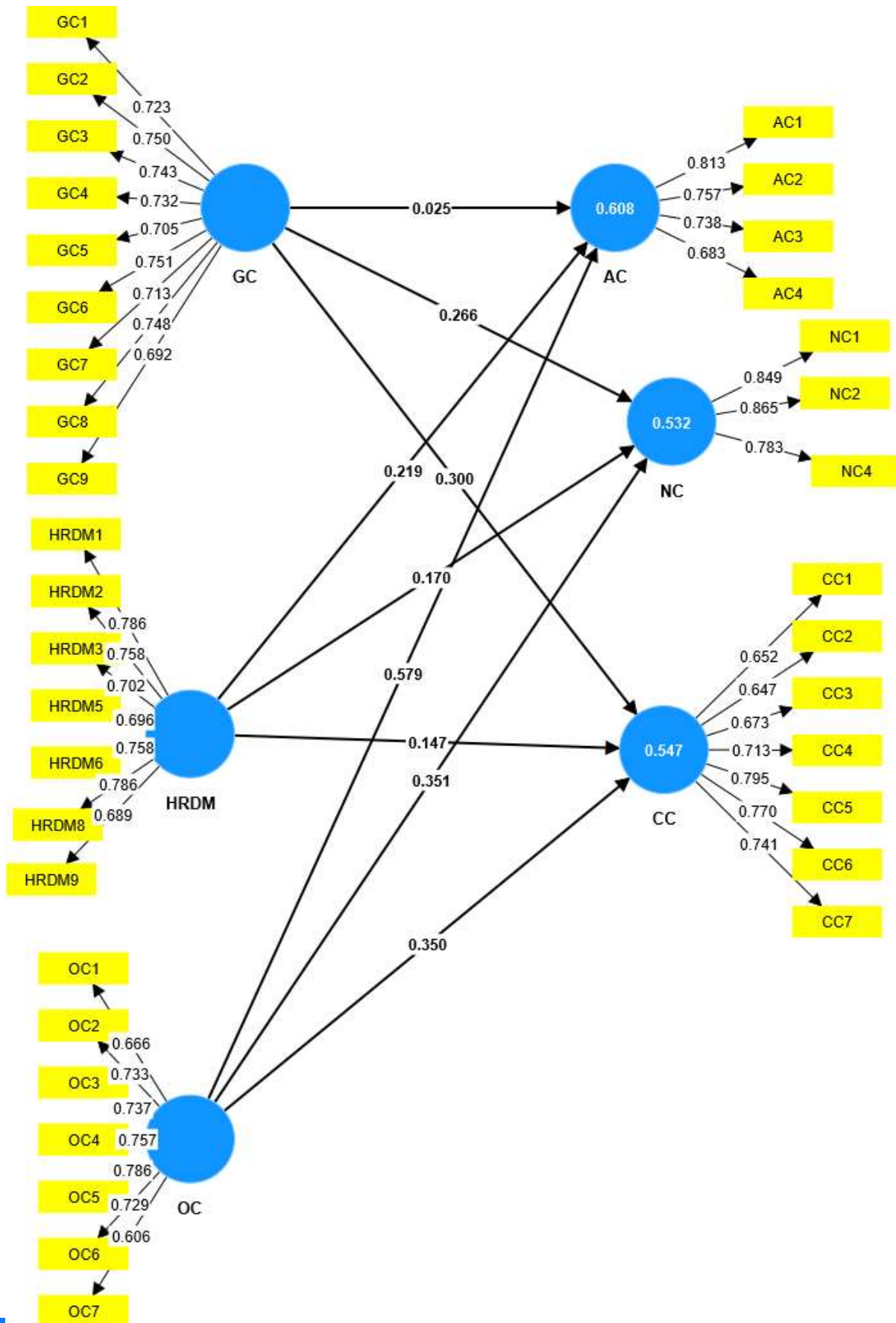
Human resource development climate and organizational commitment were the variables used in this study. The HRDC and its components were independent variables, while the dependent variable was organizational commitment. T.V. Rao developed and validated a 25-item, three-factor HRDC scale model to measure the independent variable human resource development climate and its dimensions (1990). Allens and Meyer developed a 15-item scale to assess organizational commitment as the dependent variable (1997). The variables were set using 1-5 Likert scale intervals.

However, to validate both instruments, subject matter experts assisted. This is because the scales were customized rather than adopted. This resulted in the removal of some components from both scales; hence, only those components that were extremely relevant to the investigation were retained.

Data Analysis

Instrument validity and reliability

Validity and reliability of the constructs were evaluated making use of the scale construction method proposed by Rossiter (2002). After the convergent and discriminate validity of the scale items had been determined, the reliability of the scale items was assessed.



Source: Authors own

Convergent Validity

The meaning of "convergent validity" describes the extent to which different items that assess the same concept share a significant amount of their variance with one another. Three different parameters were taken into consideration when assessing the convergent validity. As a first step, it is recommended that the factor loadings be greater than 0.50, as stated by Hair et al. (2007). Second, the overall reliability of each construct should be more than 0.70. Finally, the recommended cutoff value of 0.50 that Fornell and Larcker (1981) came up with should be exceeded by the average variance extracted (AVE) value for each construct.

Measurement model assessment

The process of construct validation will continue with the next phase, which is the calculation of discriminant validity. Authenticity of a discriminant can be determined in several different ways. "A measure of a construct's uniqueness is referred to as its discriminant validity. Discriminant validity is demonstrated when the amount of variation that is shared within a construct (AVE) is greater than the amount of variance that is shared between the constructs. According to Hensler et al. (2015), the method that must be implemented is referred to as the Heterotrait-Monotrait ratio of correlations (HTMT). Researchers may employ cut-off values such as 0.85 and 0.90 to understand the HTMT data that they have collected.

Table 1.1 Results summary for validity and Reliability

Column1	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AC	0.744	0.762	0.836	0.561
CC	0.839	0.839	0.879	0.511
GC	0.89	0.89	0.911	0.531
HRDM	0.862	0.864	0.894	0.548
NC	0.78	0.79	0.872	0.694
OC	0.842	0.846	0.881	0.516

Source: Authors own

The analysis of scale item convergent validity entails the consideration of three critical characteristics, as recommended by Hair et al. in 2007. These parameters include factor loadings, construct composite reliability, and average variance extracted (AVE). To establish convergent

validity, it is usually suggested that factor loadings should exceed 0.50 for each item, and the composite reliability of each construct should reach the threshold of 0.70. Moreover, the AVE for each construct should ideally be higher than 0.50, as stated by Fornell and Larcker in 1981. When it comes to analyzing dependability, two prominent measurements are Cronbach's alpha and composite reliability. Cronbach's alpha scores of 0.70 or higher are often regarded as favorable markers of internal consistency. Values ranging between 0.61 and 0.70 are likewise analyzed as acceptable, as per Konting et al. in 2009. Composite reliability, which likewise covers from 0 to 1, reflects the level of reliability, with higher numbers indicating better reliability. In the context of composite reliability, values between 0.60 and 0.70 are considered acceptable, according to Hair et al. in 2014. In summary, by confirming that all these parameters fall within their respective specified limits.

4.6.3 Discriminant Validity

The concept of discriminant validity is frequently used in the domains of psychometrics and the social sciences, particularly in the context of structural equation modeling (SEM) and confirmatory factor analysis (CFA). It has to do with determining how different two constructs or variables are utilized for assessing specific principles or ideas from one another.

In another way, discriminant validity measures a measurement instrument's capacity to distinguish two or more theoretically distinct conceptions or variables. This evaluation helps researchers verify that the constructs being researched are different and do not measure the same concept.

Table 1.2 Discriminant Validity

Column1	Column2	Column3	Column4	Column5	Column6	Column7
	AC	CC	GC	HRDM	NC	OC
AC						
CC	0.778					
GC	0.782	0.793				
HRDM	0.822	0.771	0.90			
NC	0.758	0.791	0.807	0.801		
OC	0.90	0.817	0.883	0.887	0.838	

Source: Authors own

In Partial Least Squares Structural Equation Modelling (PLS-SEM), the heterotrait-monotrait (HTMT) ratio is a statistical method for evaluating discriminant validity. It helps in determining

whether the constructs in a measurement model are distinct from one another, ensuring that they are not interconnected and measure several underlying concepts.

To calculate the HTMT ratio researchers must compare the heterotrait correlations—correlations between different constructs—to the monotrait correlations—correlations within the same construct. Divide the mean hetero-trait correlation by the mean monotrait correlation, specifically. According to Gold and Arvind Malhotra (2001), if the resulting HTMT ratio is less than 0.85 or 0.90 in more constructs, it is regarded as proof of discriminant validity, indicating that the constructs are sufficiently distinct from one another.

This method is useful for PLS-SEM researchers to evaluate the accuracy of their measurement model and make sure the constructs they are researching are conceptually distinct and not being measured by the same underlying latent variables. It increases the accuracy with which PLS-SEM analyses evaluate discriminant validity.

4.6.4 Multicollinearity

A statistical phenomenon known as multicollinearity occurs when a regression model contains significant correlations between two or more independent variables. Multicollinearity can also occur when there are large correlations between two or more dependent variables. take it another way, it indicates the existence of significant linear connections between the factors that were used to predict the outcome. Because of this, the analysis may become fraught with a wide variety of challenges and issues.

Table 1.3 Collinearity Statistics

Column1	VIF
AC1	1.717
AC2	1.286
AC3	1.581
AC4	1.391
CC1	1.449
CC2	1.591
CC3	1.579
CC4	1.806
CC5	2.307

CC6	2.314
CC7	2.212
GC1	1.811
GC2	2.014
GC3	1.973
GC4	1.887
GC5	1.688
GC6	2.17
GC7	1.969
GC8	1.951
GC9	1.626
HRDM1	2.064
HRDM2	2.054
HRDM3	1.606
HRDM5	1.669
HRDM6	1.87
HRDM8	2.006
HRDM9	1.616
NC1	1.718
NC2	1.737
NC4	1.476
OC1	1.426
OC2	1.692
OC3	1.749
OC4	1.738

OC5	2.285
OC6	2.013
OC7	1.311

Source: Authors own

A statistical method known as the Variance Inflation Factor (VIF) can be utilized to determine whether data exhibit multicollinearity. According to the findings of Hair et al. (2011), the VIF must be five or lower for it to be acceptable for addressing the problem of collinearity. In addition, as Knock and Lynn (2012) point out, the findings of several investigations have shown that the presence of collinearity can be indirect from the fact that the VIF value is more than 3.3. In this investigation, none of the observed items have VIF values higher than 3.3, which indicates that there is only a slight degree of collinearity between the variables. As a result, one might conclude that there is only a slight degree of collinearity among the components.

4.6.5 Outer Loadings

The concepts of outer loadings, also known as item loadings or indicator loadings, play an important part in the context of structural equation modeling (SEM) and factor analysis. Other names for this concept include outer loadings, indicator loadings, and item loadings. The relationships between the latent constructs or factors that these loadings are designed to quantify and the observable variables (items or indicators) that compose these relationships are represented by these loadings. These loadings are also known as factor loadings. The intensity and the direction of the connection between each observable variable and its corresponding latent factor can be determined by looking at the outer loadings of the model.

A strong and reliable association between the observed variable and the latent component is indicated by an outer loading of 0.7 or higher, as stated by Henseler et al. (2015). This indicates that an excellent outer loading exists. According to Chin (1998), loadings that are more than 0.5 are generally considered to be acceptable, whereas loadings that are lower than 0.5 are normally seen as being weak and may need to be excluded from the study. Researchers can evaluate the quality of their measurement model with the assistance of these thresholds. This helps to ensure that observed variables accurately capture the underlying constructs that they are supposed to measure.

Table 1.4 Outer Loadings

Column1	AC	CC	GC	HRDM	NC	OC
AC1	0.813					
AC2	0.757					

AC3	0.738				
AC4	0.683				
CC1		0.652			
CC2		0.647			
CC3		0.673			
CC4		0.713			
CC5		0.795			
CC6		0.77			
CC7		0.741			
GC1			0.723		
GC2			0.75		
GC3			0.743		
GC4			0.732		
GC5			0.705		
GC6			0.751		
GC7			0.713		
GC8			0.748		
GC9			0.692		
HRDM1				0.786	
HRDM2				0.758	
HRDM3				0.702	
HRDM5				0.696	
HRDM6				0.758	
HRDM8				0.786	
HRDM9				0.689	

NC1					0.849	
NC2					0.865	
NC4					0.783	
OC1						0.666
OC2						0.733
OC3						0.737
OC4						0.757
OC5						0.786
OC6						0.729
OC7						0.606

Source: Authors own

The Outer loadings of every item that was examined for this study were analyzed with a focus on several established standards. Any loading that is larger than 0.7 or greater than 0.5 is regarded as acceptable and suggestive of a strong relationship between the observed item and the latent construct it represents. This applies to any loading. On the other hand, one of the items, which was designated as HRDM4 and NC3 showed a negative loading, which caused it to be excluded from the future analysis.

It is clear from Table 1.4 that all the other items have outer loading values that are either greater than 0.5 or higher than 0.7, which confirms the remarkable quality of these items and demonstrates their eligibility for further research. This shows that they collect and measure the basic constructs of interest effectively.

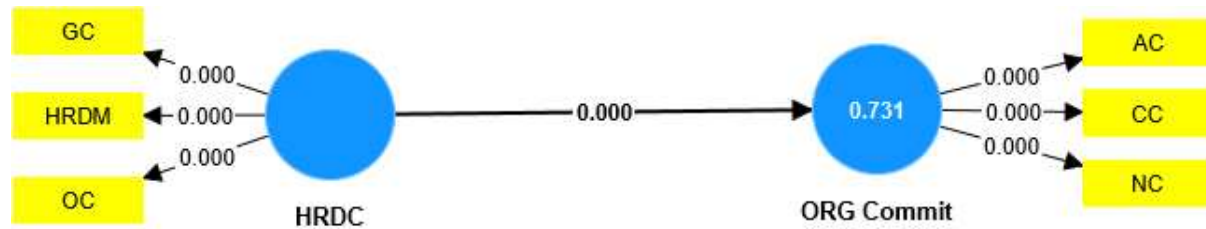
A bootstrapping study was carried out, and the P-values in Table 4.16 were analyzed at a level of significance of 5%. This was done to provide additional evidence that these findings are reliable. This statistical technique helps to affirm the strength of the observed outer loadings, offering an extra degree of confidence in the acceptability of these items for following analytical operations.

Hypotheses Testing

H1: There is a significant effect of HRD climate on organizational commitment in select hospitals.

Figure 4.6 for evaluation presents all three characteristics of the Human Resource Development Climate as independent variables and their effects on the three dimensions of Organizational

Commitment as dependent variables. Evaluation of the R^2 coefficient of determination and the structural model path coefficients were included in the research.



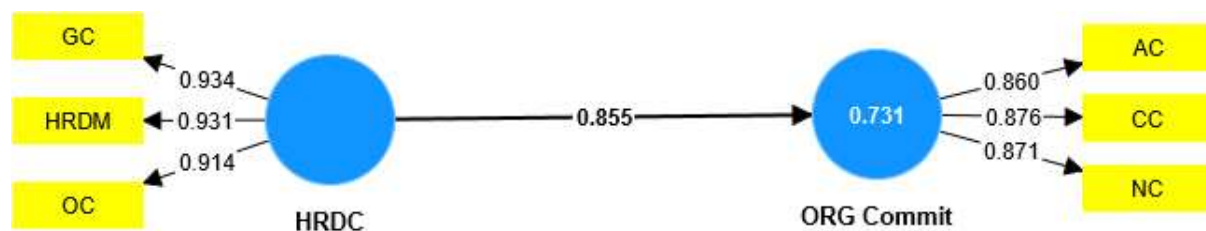
Source: Authors own

Column1	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
HRDC -> ORG Commit	0.855	0.855	0.017	50.839	0.000

Figure Structural model: Effect of Human Resource Development Climate on Organizational Commitment

Table 4.17 Path Coefficients

R -Square and R-square adjusted



Source: Authors own

Table 1.6

Column1	R-square	R-square adjusted
ORG Commit	0.731	0.731

An R^2 value of 0.731 indicates that about 73.1% of the observed variations in the dependent variable. However, the mechanisms that account for the remaining 30% of variability are still unidentified. Even when the number of predictors is considered, the model continues to be reliable, as indicated by the modified R-value, which is currently 0.731 and is very close to the value that was originally used for R^2 . This further demonstrates that the model is a good fit for the data. The R^2 value and the adjusted R^2 value both provide insights into how well the regression model corresponds with the dependent variables. Higher R^2 values are often indicative of a better fit, suggesting that the model successfully accounts for a significant percentage of the variability shown by the dependent variable.

Considering the P-value in Table 1.6 is lower than 0.05, it can be concluded that the hypothesis can be accepted. This suggests that there will be a considerable effect on the efficiency of the Human Resource Development climate practices on Organizational Commitment that are made available to healthcare workers.

Conclusion:

The main goal of this research was to investigate the relationship between HRD climate and the organizational commitment of different hospitals in the state of Punjab to the development of human resources in those hospitals. According to the findings of this study, there is a positive correlation between HRD climate and organizational commitment. The conclusion that can be drawn from this is that the human resource climate in the state of Punjab is one factor that contributes to the commitment of healthcare employees. Managers in charge of human resources should focus on a wide variety of employee practices if they want to increase organizational commitment. The findings of this study will provide managers of human resources with valuable information that will assist them in establishing a variety of practices, conditions, and procedures for their workplace. According to the findings of this research, the level of commitment to continuing employment is significantly higher than the levels of commitment to normative and affective goals. This indicates that healthcare workers have a strong desire to remain in their current positions. In the future, the research might look at additional aspects that have a role in determining organizational commitment.

Implications

- The observation that there is a positive association between HRD climate and organizational commitment shows that improving the HRD climate within hospitals can lead to improved organizational commitment among healthcare workers. This can be accomplished through supporting a culture of continuous learning, giving opportunities for skill development and career advancement, fostering an atmosphere that is supportive and welcoming to all employees, and providing possibilities for career progression.
- To increase the level of commitment shown toward the organization, human resource managers should place their attention on a diverse arrangement of employee behaviors.

This includes encouraging open communication, recognizing, and rewarding employee accomplishments, providing competitive compensation packages, and enabling channels for employee participation in decision-making processes. Providing competitive compensation packages is also an important element of this.

- In considering the observation that the research suggests a higher level of commitment to maintaining employment, healthcare organizations can make use of this information to build effective strategies for staff retention. Some examples of such techniques are providing employees with enticing benefits and possibilities for advancement, as well as putting in place employee development programs that are in line with the organization's long-term objectives.
- According to the findings of this research, a favorable HRD climate is one factor that correlates to higher levels of organizational commitment. Therefore, healthcare organizations should place a primary emphasis on cultivating a culture that values the growth and well-being of its staff members. A sense of commitment will likely be fostered among the workforce if the company culture is one of empowerment, respect, and support.
- There is a correlation between organizational commitment and enhanced job performance, less staff turnover, and increasing levels of job satisfaction. Healthcare firms in Punjab that place a higher priority on HRD practices and boost their degree of commitment of employees can anticipate long-term rewards in the form of improved overall performance and increased staff loyalty.

Future Research

The results of the present study emphasize the crucial role of Human Resource Development (HRD) climate in shaping organizational commitment. However, it is essential to acknowledge that various factors may contribute to and interact with organizational commitment. While HRD climate is a significant contributor, exploring additional factors can provide a more comprehensive understanding of the dynamics involved. One potential area for future research could focus on the impact of leadership styles within healthcare settings. Different leadership approaches may influence employees' commitment levels differently. Investigating how various leadership styles, such as transformational, transactional, or servant leadership, correlate with organizational commitment can offer valuable insights into the nuanced relationships at play. Furthermore, job satisfaction is a key determinant of employee engagement and commitment. A more in-depth examination of the specific aspects of job satisfaction that contribute most significantly to organizational commitment in healthcare environments would be beneficial. This could involve exploring facets like task variety, autonomy, recognition, and the overall work environment. Additionally, work-life balance is increasingly recognized as a crucial factor affecting employee commitment and well-being. A thorough investigation into how work-life balance practices and policies impact organizational commitment in healthcare settings is warranted. Understanding the delicate balance between professional responsibilities and personal life can provide actionable insights for organizations striving to enhance commitment levels among their workforce.

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