

Does Organizational Health Enhance the Level of Commitment in Police Employees?

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ABSTRACT: Present study endeavored to investigate the role of organizational health in enhancing the level of commitment in police employees. A 3x2 factorial design with three levels of job hierarchy (officers, sub-inspectors & constables) and two levels of job tenure [short job tenure (0-5 yrs.) & long job tenure (above 10 Yrs.)] were used in present study .A total of 240 police personnel from Gorakhpur Zone participated as respondents. Organizational Health Questionnaire [30] and Organizational Commitment Scale [3] were used to determine the perception of organizational health and level of commitment of the employee towards their organization. Correlation results evinced that organizational health was positively correlated with various domains of organizational commitment. Organizational health was positively linked with affective commitment, normative commitment and overall commitment. Results revealed that different group of employees varied on perception of organizational health and commitment level. More specifically, police officers perceived greater level of organizational health as compared to sub-inspectors and constables respectively. Similarly, organizational commitments i.e., affective and normative as well as overall commitment were also greater in police officers as compared to sub inspectors and constables.. Findings have been discussed in the light of organizational and personal factors.

Keywords: Job Hierarchy, Organizational Health, Organizational Commitment, Police Personnel, Tenure.

1. INTRODUCTION

A positive, healthy organizational climate holds the key to greater employee's involvement and ensures increased commitment as well as performance at individual and organizational levels. Healthy organizations are characterized by focused and goal oriented problem-solving, balanced power relationships, experimentation with new behaviours, dispersed decision making processes etc. It is observed that administrative organizations emphasize normative standards to organize various administrative tasks and. Administrative organization such as police organization is very challenging and necessary for preventing crime and providing security to public. According to the National Police Commission" police men work for long and arduous

hours on the most days of duty, very much in excess of normal eight hours [20]. A survey carried out by the national productivity council has revealed that the normal working time put in every day by an average subordinate police officers employed in public order or crime investigation duties is anywhere between 13 to 16 hours on an average. The police job is said to be 'twenty four hours duties'. The police man works over even on gazette holidays, when other celebrates their festivals. Thus, policing is very toughest duty, this type of duty produce more frustration, stress & strain. The upcoming trend of suicides , killing of superior officer on refusal of leave, killing of police employees / officers through public indignation caused by unhealthy environment in police organization , unfavorable work culture prevailing in police force. Even peons and clerks employed in private and public sectors enjoy better quality of work condition than police man serving the country. The conceptualizations of each variable with empirical studies have been presented.

1.1 Organizational Health

Organizational health is an organization's ability to function effectively, to cope adequately, to change appropriately, and to grow from within, organizational health like personal health may vary from a minimal to a maximal level [22].

Bruhn [8] defined 'healthy organization is the combination and co- ordination of people and practices that produce exceptional performance.'

Sayeed (1980) has given a set of seven composite dimensions of organizational health viz., (a) managerial efficacy (b) practicality and problem solving (c) organizational adequacy vs. Slack (d) amicable power relations (e) HRD orientation and practice (f) team orientation (g) organizational values.

Hoy and Wolfock (1993) focused on the relationship between organizational health and teachers group effectiveness and found that only two of the organization health factors i.e., structural unification and the teachers characteristics – correlates with the teachers group teaching effectiveness which could potentially improve the iffectiveness. Eskandari (1999) studied the relationship between organizational health and organizations 'heads' functions in Meshkinshahr, Iran. The findings suggested a meaningful positive correlation between organizational health and school heads functions. Another finding suggested that organizational health is closely linked with teachers spirit (Taheri, 2009).¹⁰ Hoy et al (1996) found out that organizational health was positively linked with students functions at school and that the healthier.- the school atmosphere, the higher the students levels of knowledge at mathematics and reading 6. In addition, school variables, such as human atmosphere, teacher cooperation in decision making, rich school culture and school effectiveness criteria. Organizational health condition is associated not only students, function and teachers sprite but also working conditions and their dynamics, school effectiveness, student educational progress, staff's organizational commitment and teachers human tendencies . Several studies shows that organizational health is correlated with

organizational commitment [5, 6, 23]. Biswas and Biswas [6] pointed out that various dimensions of organizational health i.e., managerial efficacy, practicality and problem solving ability of the organization, organizational adequacy and values, HRD and team orientation in the organization and amicable power relation were positively linked with organizational commitment. Similar findings were also reported by Patel [23]. Biswas and Biswas [6] pointed out that railway employees feel greater organizational health related to managerial efficiency, practicality and problem solving, organizational adequacy, team orientation and HRD orientation and practice than the other organizational employees.

1.2 Organizational Commitment

The other variable of present investigation is organizational commitment. The word 'Organizational commitment' has been defined in many ways by many psychologists. Organizational commitment is defined as the degree of an individual's relations and experiences as a sense of loyalty toward one's organization. In addition to loyalty, organizational commitment encompasses an individual's willingness to extend effort in order to further an organization's goal and the degree of alignment the organization has with the goals and values of the individual [19]. Organizational commitment refers to the extent to which an employee develops an attachment and feels a sense of allegiance to his or her employer [24]. Allen and Meyer [4] have defined organizational commitment as a psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization.

1.2.1 Forms of Organizational Commitment:

Meyer and Allen [12] proposed a three component model of organizational commitment viz; affective commitment, continuance commitment and normative commitment.

1. Affective commitment refers to the employee's emotional attachment to identification with and involvement in the organization ('want to'). Employees with strong affective commitment continue employment with the organization because they are bound by their emotions to do so.

Development of affective commitment is divided into three sections. The first section describes findings from many studies that have examined potential antecedent variables of affective commitment. In the second, we describe the underlying psychological themes that these findings appear to reflect. In the third section, we focus on the mechanisms or processes that might be involved in the development of affective commitment.

A sizeable number of studies have examined the relationship between affective commitment and variables hypothesized to be its antecedents (Mathieu & Zajac, 1990; Mowday et al., 1982), as well as on empirical work conducted after these reviews. Generally, the wide range of variables that have been examined can be categorized as organizational characteristics, person

characteristics, and work experience. The literature contains some support for the idea that organizational structure variables influence affective commitment (Bateman & Strasser, 1984 ; Mathieu & Zajac, 1990 ; Morris & Steers, 1980). Results of studies underlying psychological theme (Eisenberger, Houghton, Hutchison & Sowa, 1986; Guzzo, Noonan & Eiron, 1984) suggest strong links between employee perceptions of support and affective commitment to the organization. Affective commitment has been found positively related to participation in decision making and task autonomy (Dunham et al., 1976).

The process involved in the development of affective commitment is the fulfillment of personal needs. It is based on the simple postulation that the employees will build up affective commitment to an organization to the extent to which it satisfies their needs, meets their expectations, and allows them to achieve their goals. As employees also differ in terms of their needs, values and personalities. Research within person - job fit tradition argues that an experience fitting with one person's values or meeting one's need will be rewarding to the person and thus, will influence affective commitment.

2. Continuance commitment refers to an awareness of the costs associated with leaving the organization (need to). Employees whose primary link to the organization is based on continuance commitment to continue because they need to be so. Conceptually, the development of continuance commitment is straightforward. Continuance commitment can develop because of any action or event that increases the costs of leaving the organization, provided the employee recognizes that these costs have been incurred. In their three component model of organizational commitment, Meyer and Allen (1991) summarized these actions and events in terms of two sets of antecedent variable i.e., investments and alternatives. Leaving the organization could mean that the employee would stand to lose or have wasted the time, money or effort that was invested. Employees who think they have several viable alternatives will have weaker. Continuance commitment than those who think their alternatives are few. In other words, the perceived availability of alternatives will be negatively correlated with continuance commitment. Finally, the specific set of variables that influence an employee's continuance commitment might be quite idiosyncratic to the person. Further, it can include both work related (e.g. pension contributions) and non work related (e.g. family unable to relocate) variables.

3. Normative commitment reflects a feeling of obligation to continue employment ('ought to') or Organizational Retaliatory Behaviour (ORB). Employees with high level of normative commitment feel that they ought to remain with the organization by virtue of their belief that it is the right and moral thing to do [12,25,37]. Through complex processes involving both conditioning (rewards and punishments) and modeling (observation and imitation of others) individuals learn what is valued and what the family, the culture, or the organization expects of them. Normative commitment develops on the basis of early socialization processes, a particular kind of investment that the organization makes in the employee- specifically, investments that seems difficult for employees to reciprocate (Meyer & Allen, 1991; Scholl, 1981). Normative

commitment might also develop on the basis of the 'psychological contract' between an employees and the organization (Rossueau, 1995). Moreover, acknowledging the existence of normative commitment as relatively distinct from affective and continuance commitment might help in clarifying some of the present confusion regarding the impact on commitment of the fulfillment or violation of the psychological contract. It seems quite reasonable to suggest that one could feel affective, continuance and normative attachment to just about one entity –work related or otherwise with which one has a psychological relationship.

Numerous factors play contributing role in the organizational commitment. Salancik [26] suggested four major factors that lead to the phenomenon of commitment ;(i) Visibility (ii) Explicitness (iii) Irreversibility (iv) Volition.

Apart from this, Mathieu and Zajac [13] have grouped antecedents of commitment into two categories: 1.Personal Characteristics i.e., Age, Sex, Education, Marital Status, Tenure, Perceived Competence, Ability, Salary, Other Factors2:Situational factor i.e., Group Dynamics, Job Characteristics, Organizational characteristics , Role States, Social involvement and perceived pay equity.

Earlier research in this area has confirmed that individually valued variables such as need satisfaction , managerial respect, intrinsic motivation , work outcome measures , job satisfaction [8,14,27,35,36] and organizationally valued variables such as performance level of employees, turnover, organizational culture/climate, organizational adaptability discipline value and performance value [1,2,21,28] are both mutually related to organizational commitment. In the light of relationship obtained in the present study, the construct of organizational commitment assumes important in that positive attempts made by the organization to ingrain, nurture and develop organizational commitment would set in motion meaningful processes with behavioural outcomes intrinsically good for work performance e, productivity and organizational effectiveness [2,29] .

A close perusal of review of studies indicate that certain factors like stress and another variables deteriorate the level of commitment, whereas, other factors like competence, ability, perceived control, coping , satisfaction etc. have promote/ enhance the level of organizational commitment. But, few studies were organized to take organizational health variable and its influence on the level of commitment of police employees.

Therefore, this study was planned to investigate 'Does organizational Health enhance the level of commitment in police employees?'

1.3 Objective:

Present study was carried out with following objectives.

- To find out the relationship between organizational health and organizational commitment.
- To determine the levels of organizational health and organizational commitment in police employees belonging to different level of job hierarchy and job tenure.

1.4 Hypotheses:

The following hypotheses were formulated in the present investigation.

- Organizational health would be positively linked with organizational commitment.
- The job hierarchy (officers, sub-inspectors & constables) and job tenure (short job tenure & long job tenure) would exercise impact on organizational health and organizational commitment.

2. METHOD

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2.1 Design:

This study is based on a 3x2 factorial design with three level of job hierarchy i.e., Officers, Sub-Inspectors, and Constables and job tenure i.e., short job tenure (below 5 years) and long job tenure (above 10 years).

2.2 Sample:

A total of 240 male police personnel participated as respondents in this study. Stratified random sampling technique was used. The sample was selected from various Thana, traffic offices, fire stations, PAC offices of Gorakhpur Zone.

2.3 Measuring Tools:

2.3.1 Organizational Health Scale: This scale was developed by Sayed [30] and to use to assess the perception of organizational health of police employees at work place. This scale contains 30 items. This scale have seven dimensions viz., (a) managerial efficacy (b) practicality and problem solving (c) organizational adequacy vs. Slack (d) amicable power relations (e) HRD orientation and practice (f) team orientation (g) organizational values. Responses given by

participants on each items of organizational health scale were scores 5, 4, 3, 2, and 1 order. In scoring pattern 5 means more and 1 means few. Summated all scores show overall perceived organizational health.

2.3.2 Organizational Commitment Scale (OCS): The revised scale of organizational commitment [3] was used to ascertain organizational commitment. The original scale comprises of 8 items each [3] on the three dimensions. The revised scale comprises of 6 items on each of the three dimensions and hence, consists of 18 items. To adapt in Indian culture the English version of the Meyer, Allen and Smith [15] scale was translated in Hindi and finally, Indian adaptation of organizational commitment scale, made by Khan and Mishra, [11] was used in this study. This scale contains three components of commitment i.e. affective, continuance and normative.

2.4 Scoring:

Originally, the scale was 7 point Likert Scale... There were four negatively worded items, three in affective commitment and one in normative commitment sub-scales. The negatively worded items are to be scored in reverse order i.e., 5, 4, 3, 2, 1 order. The responses of the identified items were added to generate dimension wise and overall organizational commitment. Thus, the possible score for commitment sub scale would be 6 to 30 and for overall organizational commitment scale from 18 to 90. High score indicates high level of agreement and low score indicates low agreement on commitment dimensions in the organization.

2.5 Procedure:

Respondents were contacted at their workplaces. They were introduced about the problem of the study. Each participant was promised that his personal views and information would not be disclosed at any cost. After receiving the initial willingness of the respondents to participate in the study, their background information's were collected on the basis of Personal Data Sheet (P.D.S). Then, they were requested to respond on organizational health scale and as they completed their responses on this scale again they were requested to respond on organizational commitment scale. As soon as, they completed their responses on above said measures, data were collected and respondents were thanked for participation. Obtained data were scored according to defined rules as given in manuals.

3. RESULTS

In order to investigate the relationship between organizational health and organizational commitment, correlational analysis was done. Obtained results are displayed in Table 1 and interpreted below.

Table 1: Relationship between organizational health and organizational commitment

Variables	(r)
Organizational health & Commitment	
O.H. & Affective commitment	.155*
O.H. & Continuance commitment	.06
O.H. & Normative commitment	.217**
O.H. & Overall commitment	.238**

N = 240, ** = P < .01, * = P < .05

Table 1 shows that organizational health was found to be positively correlated with affective commitment ($r = .155$, $P < .05$). Similarly organizational health, was found to be positively correlated with normative commitment ($r = .217$, $P < .01$). Likewise, organizational health was also found to be positively correlated with overall organizational commitment ($r = .238$, $P < .01$). Positive but low correlations were found between organizational health and continuance commitment. Results thus, indicate that organizational health enhances the level of commitment in police employees.

Finally, results proved that organizational health and organizational commitment as well as these variables are separately and individually important and required for the well-being and development of the police organization.

3.1 ANOVA ANALYSES

Obtained scores were treated statistically in terms of Means, S.Ds and ANOVA analyses. Results includes the comparative analysis of the studied variable i.e.; organizational health and organizational commitment in different groups of police personnel. Results are displayed in tables and figures.

Table 2: Means and SDs of organizational health as a function of job hierarchy and job tenure

Variable		Officers		Sub Inspectors		Constables	
		S.J.T.	L.J.T.	S.J.T.	L.J.T.	S.J.T.	L.J.T.
organizational health	Mean	109.68	113.07	104.97	100.41	98.00	104.52
	S.D.	16.42	11.38	17.69	13.38	16.97	17.56

N = 240, S.J.T. = Short Job Tenure, L.J.T. = Long Job Tenure

Table 2 displays means and SDs of organizational health responded by participants belonging to different groups (Fig.1). Results show that the perception of organizational health varied across different groups of police personnel.

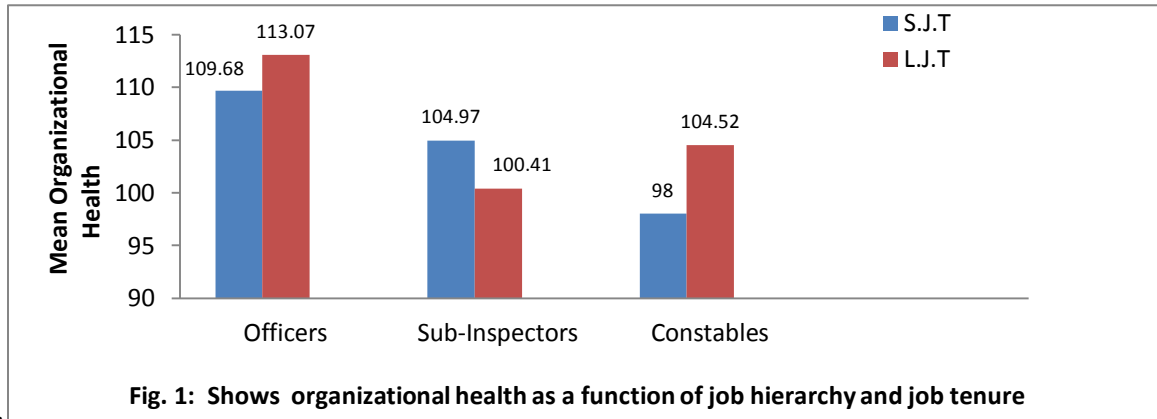


Table 3: Summary of 3 x 2 ANOVA (three job hierarchy x two job tenure) of organizational health

Source of Variation	Sum of squares	df	Mean Square	F
Between A (job hierarchy)	8682.67	2	2341.34	9.63**
Between B (job tenure)	186.96	1	186.96	.77
A x B	1288.43	2	644.22	2.65
Within	56909.41	234	243.20	

N = 240, ** = P < .01, * = P < .05

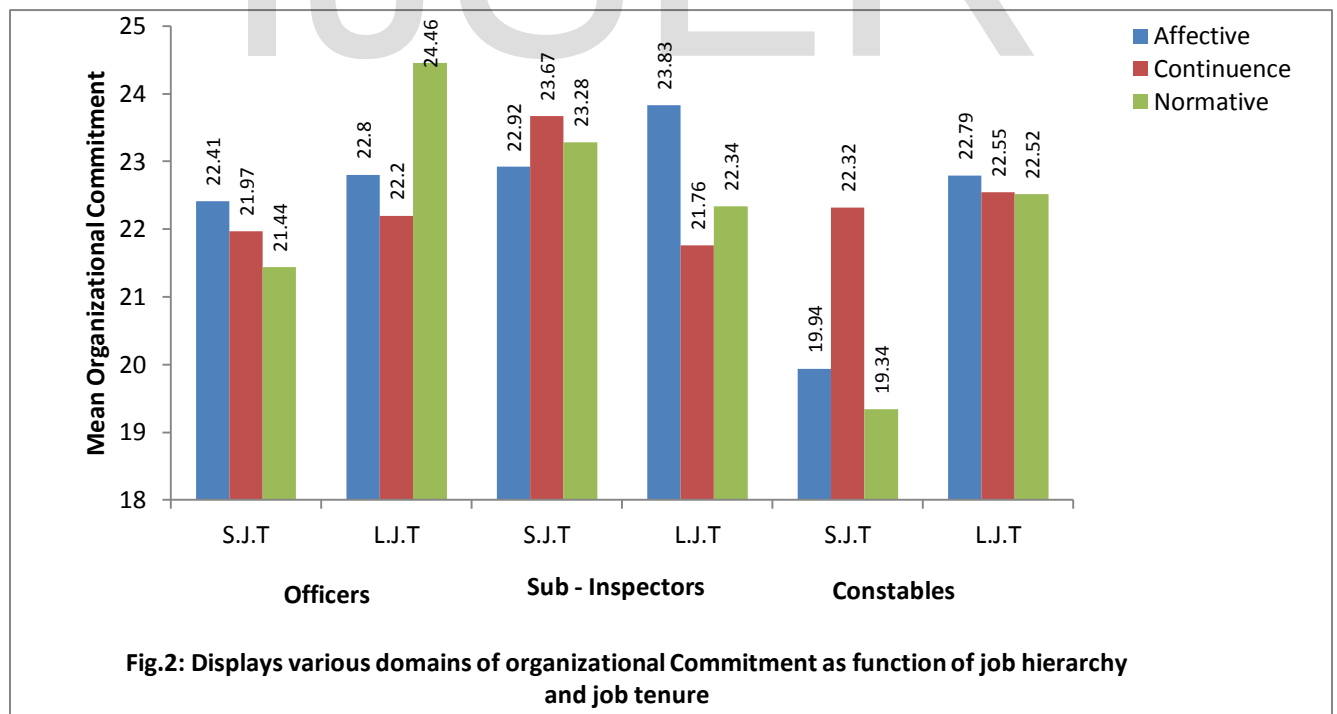
ANOVA result displayed in Table 3 showed that organizational health was also significantly influenced by job hierarchy and job tenure. Significant main effect for job hierarchy [F (2, 234) = 9.63, P < .01] indicate that officers perceived best organizational health (M = 111.37) than sub-inspectors (M = 102.69) and constables (M = 101.25) subsequently.

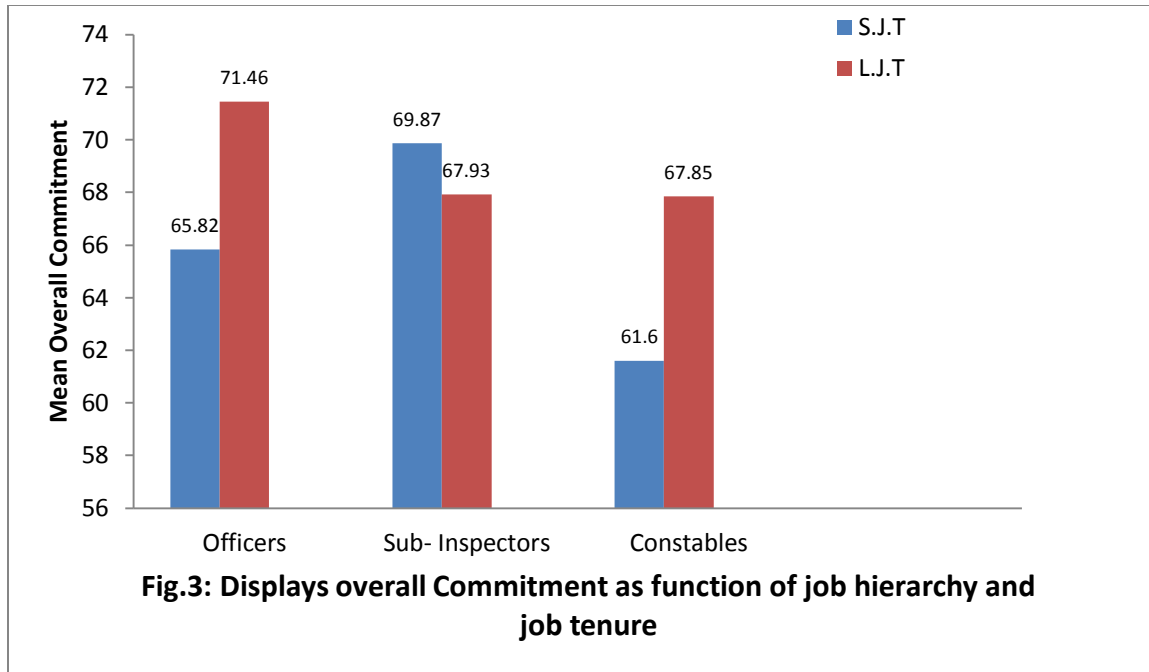
Table 4 presents Means and SDs of organizational commitment related to affective, continuance and normative commitment (Fig. 2 & 3).

Table 4: Shows Means and SDs of organizational commitment as a function of job hierarchy and job tenure

Variables		Officers		Sub-Inspectors		Constables	
		S.J.T.	L.J.T.	S.J.T.	L.J.T.	S.J.T.	L.J.T.
Affective commitment	Mean	22.41	24.8	22.92	23.83	19.94	22.79
	S.D.	7.25	4.14	5.93	4.77	5.46	6.42
Continuance commitment	Mean	21.97	22.2	23.67	21.76	22.32	22.55
	S.D.	4.18	4.53	4.02	4.15	5.72	4.51
Normative commitment	Mean	21.44	24.46	23.28	22.34	19.34	22.52
	S.D.	3.84	5.35	2.91	4.26	5.69	3.74
Overall commitment	Mean	65.82	71.46	69.87	67.93	61.6	67.85
	S.D.	8.9	7.74	7.4	8.12	11.67	7.89

N = 240, S.J.T. = Short Job Tenure, L.J.T. = Long Job Tenure





Results evinced that groups varied on level of commitment. Further, A 3 x 2 ANOVA analysis was done for various domain of commitment as well as overall commitment in relation to job hierarchy and job tenure. Results are displayed in Tables 5, 6& 7.

Table 5: Summary of 3 x 2 ANOVA (three job hierarchy x two job tenure) of affective commitment

Source of Variation	Sum of squares	df	Mean Square	F
Between A (job hierarchy)	237.94	2	118.97	3.74*
Between B (job tenure)	247.63	1	247.63	7.79**
A x B	40.90	2	20.45	0.64
Within	7442.37	234	31.80	

N = 240, ** = P < .01, * = P < .05

On affective commitment (Table 5), main effect for job hierarchy was found significant [F (2, 234) = 3.74, P < .05], which revealed that officers showed high degree of affective commitment

(M = 23.61) than sub-inspectors (M = 23.38) and constables (M = 21.36) respectively. Main effect for job tenure was also found to be significant [F (1, 234) = 7.79, P< .01], which revealed that employees belonging to short job tenure group reported lesser affective commitment (M = 21.76) than long job tenure employees (M = 23.81).

Table 6: Summary of 3 x 2 ANOVA (three job hierarchy x two job tenure) of normative commitment

Source of Variation	Sum of squares	df	Mean Square	F
Between A (job hierarchy)	198.96	2	99.48	4.89**
Between B (job tenure)	180.39	1	180.39	8.86**
A x B	215.32	2	107.66	5.29**
Within	4763.71	234	20.36	

N = 240, ** = P< .01, * = P< .05

Furthermore, on normative commitment, main effect for job hierarchy [F (2, 234) = 4.89, P< .01] was found to be significant (Table 6). Results denote that officers reported high normative commitment (M = 22.95) than sub-inspectors (M = 22.81) and constables (M = 20.93) respectively. Main effect for job tenure was also found to be significant [F (1, 234) = 8.86, P< .01]. Results indicated that employees of long job tenure group expressed higher level of normative commitment (M = 23.11) than short job tenure group (M = 21.35). Job hierarchy x job tenure interaction effect (Table 6 and Fig.6) was also found significant [F (2, 234) = 5.29, P< .01]. The result indicated that officers belonging to long job tenure group showed more normative commitment (M = 24.46) than constables (M = 22.54) and sub inspectors (M= 22.34). Contrary to this, in case of short job tenure group sub inspectors reported high level of normative commitment (M = 23.28) than officers (M = 21.44) and constables (M = 19.34).

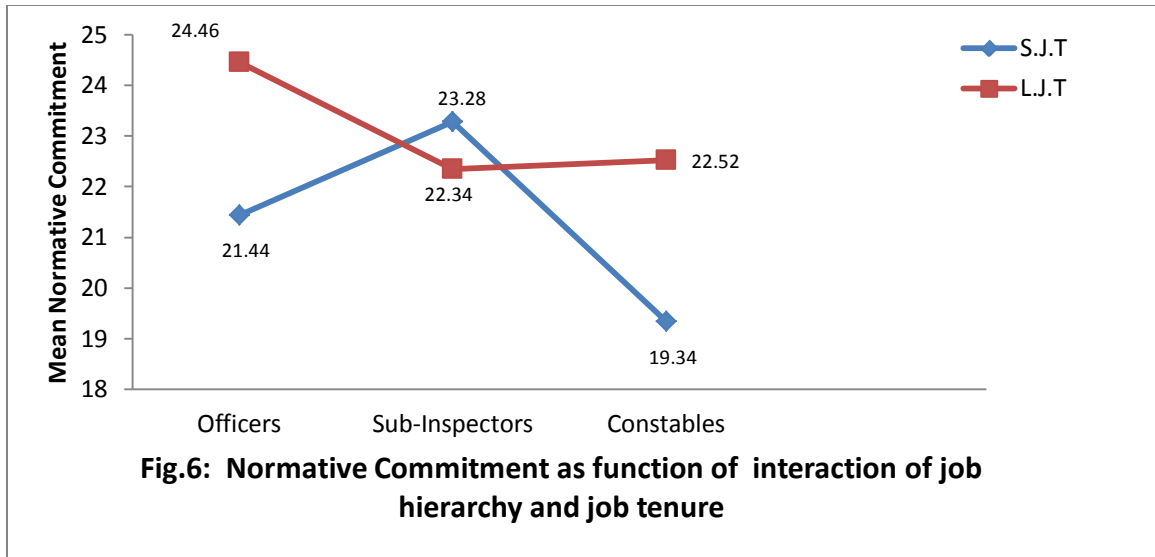
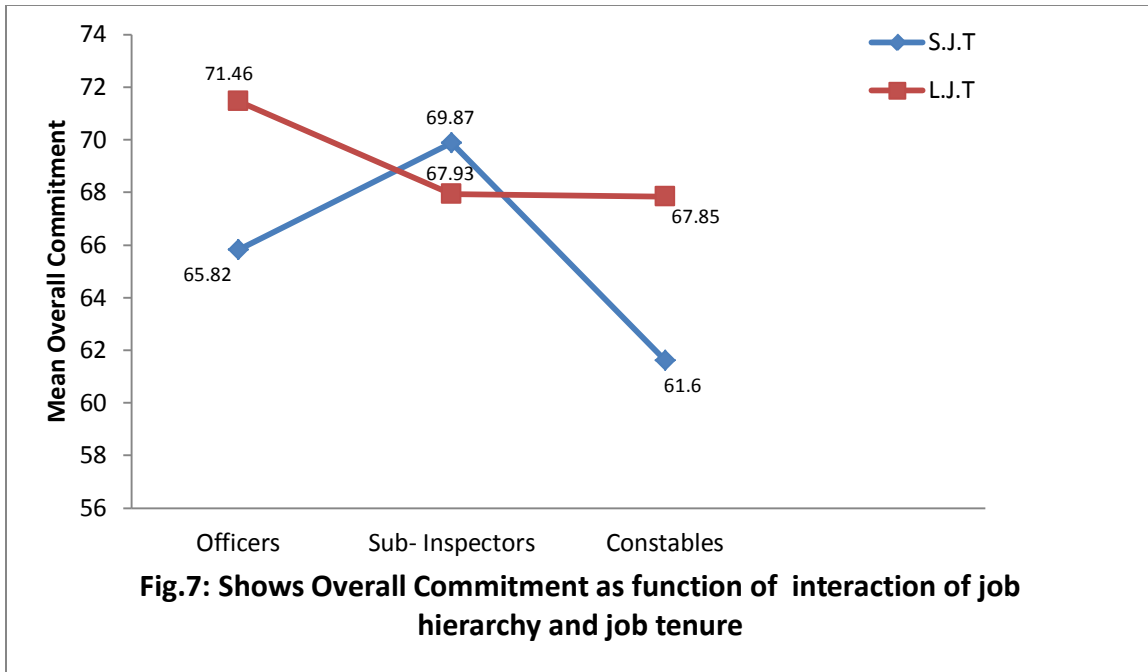


Table 7: Summary of 3 x 2 ANOVA (three job hierarchy x two job tenure) of overall organizational commitment

Source of Variation	Sum of squares	df	Mean Square	F
Between A (job hierarchy)	855.73	2	427.86	5.48**
Between B (job tenure)	646.88	1	646.88	8.28**
A x B	825.22	2	412.61	5.28**
Within	18287.05	234	78.15	

N = 240, ** = P < .01, * = P < .05

Results are shown in Table 7, on overall commitment, main effect for job hierarchy was found significant [F(2,234) = 5.48, P < .01], which revealed that sub-inspectors (M = 68.9) and officers (M = 68.64) reported high degree of overall commitment than constable (M = 64.73). Main effect for job tenure was also found to be significant [F(1,234) = 8.28, P < .01], which indicated that employees belonging to long job tenure reported high overall commitment (M = 69.08) than short job tenure (M = 65.76). Further, significant job hierarchy x job tenure interaction effect (Table 7 and Fig. 7) [F (2,234) = 5.28, P < .01] indicated that officers belonging to long job tenure expressed more commitment (M = 71.46) than sub-inspectors (M = 67.93) and constables (M = 67.85). Contrary to this, in case of short job tenure, sub-inspectors showed high level of overall commitment (M = 69.87) than officers (M = 65.82) and constables (M = 61.60).



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A close perusal of statistical analyses reported earlier has proved that organizational health enhances the level of commitment in police employees. The influences of job hierarchy and job tenure on organizational health and commitment have also been proved. These findings have been interpreted and discussed below.

4. DISCUSSION

Results of the present study have been interpreted and discussed under two parts. First part interprets the linkages between perceived organizational health and organizational commitment and in part two the interpretation of ANOVA results has been done to determine the impact of job hierarchy and job tenure on organizational health and organizational commitment.

4.1 Part First

Correlation results revealed that perceived organizational health was found positively linked with organizational commitment.

The result is supported by a numerable number of researches [5,10,16,17,23,31]. Biswas & Biswas [6] identified that organizational health and organizational commitment was positively related to each other. Another finding also reported apposite relationship between organizational health and organizational commitment among employees of private sectors manufacturing organization [23]. Similarly, organizational climate, which is part of organizational characteristics, significantly affect organizational commitment [32]. When members of the organization are satisfied with their organizational commitment, they reported gretter organizational commitment [5]. In a transnational survey of the manufacturing plants three large automobile companies across 42 countries organizational climate and organizational commitment showed strong relationship [17]. Declercq & Rias [10] found that employee commitment significantly related to their perception of organizational climate. Thus, organizational health determines organizational commitment as well as another organizational ability to function effectively within the work environment. Hoy and Wolfock (1993) focused on the relationship between organizational health and teachers group effectiveness and found that only two of the organization health factors i.e., structural unification and the teachers characteristics – correlates with the teachers group teaching effectiveness which could potentially improve the effectiveness. Eskandari (1999) studied the relationship between organizational health and organizations 'heads' functions in Meshkinshahr, Iran. The findings suggested a meaningful positive correlation between organizational health and school heads functions. Another finding suggested organizational health is closely linked with teachers spirit (Taheri, 2009) 10. Hoy et al (1996) found out that organizational health was positively linked with students functions at school and that the healthier.- the school atmosphere, the higher the students levels of knowledge at mathematics and reading 6

4.2 Part Two

In order to determine the role of job hierarchy and job tenure on organizational health and organizational commitment in police personnel, ANOVA were computed. These findings are interpreted here in the light of empirical evidences.

Results revealed that officers of police department perceived better organizational health than the sub-inspectors & constables. Similarly, Officers reported high level of organizational commitment than sub-inspectors and constables.

Numerous studies indicated that organizational structure variable influence the level of perceived organizational health [6].

Present result evinced that officers expressed more affective commitment than sub-inspectors and constables. Furthermore, long job tenure group reported more affective commitment than short job tenure group. Results further indicated that normative commitment was found greater in officers than sub-inspectors and constables. Long job tenure reported more normative commitment than the employee of short job tenure. Apart from this job hierarchy X job tenure interaction effect denotes that officers of long job tenure expressed more normative commitment than constable and sub inspectors. However, in case of short job tenure sub inspectors reported more normative commitment than officers and class 4th employees.

This findings is supported by other studies (Mishra & Srivastava, 2000; Tiwari, 2006)[34]. Numerous studies evinced that organizational structure variables influence affective commitment [7,13,18].Tiwari and Mishra [33] found that railway officers showed more affective commitment than clerks and class 4th employees. Welsch and Lavan [38] found that older employees had a higher level of organizational commitment as also employees at higher hierarchical levels.

Normative commitment reflect's a feeling of obligation to continue employment (ought to). Employees with high level of normative commitment feel that they ought to remain with the organization by virtue of their belief that it is the right and normal thing to do [12,25,37]. Researchers have suggested that individual reaction to an organization can be predicted on the basis of individual's prior level of organizational commitment.

Thus, it has also been proved the whole aspect of organizational health determine the organizational commitment of the police employees.

4.3 Conclusions and Recommendations:

Present findings revealed that organizational health was positively linked with organizational commitment. Findings also reported that officers perceived better organizational health than sub inspectors and constables. Similarly, officers reported better organizational commitment than sub inspectors and officers. Furthermore, employees belonging to long job tenure reported high level commitment than short job tenure employees.

On the basis of these findings, certain recommendations have been made:

- Higher authorities of the police organization should pay an attention to create a healthy work environment by maximizing team orientation, organizational values, amicable power relation, organizational adequacy, practicality within employees.
- It is recommended that authorities should seriously improve his efficacy for better organizational health and try to establish a healthy atmosphere to improve the efficacy.
- Police officers and employees of long job tenure group can work as motivators to rest of the groups, to be committed worker in any difficult situation.
- To perceive better organizational health in subordinates, officers should develop a training program.
- Low rank employees co-operate their officers in risky situations.
- Authorities of the police organization should pay an attention to create a stress free work environment , by maximizing better opportunity of interpersonal relationship with superiors and co-workers and improving the quality of work place and by providing innovations and stimulation in job and better opportunity of personnel growth ,which would enhance the level of commitment in employees.

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