CHAPTER-I
INTRODUCTION
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An organization is described as a collection of individuals who are organized into groups and sub-groups and interact with each other in an interdependent relationship. The individuals work towards common goals which are not always clear, and the way they relate is determined by the structure of the organization (Duncan, 1981) number of organizational scientists have described organization as “Social arrangement for the controlled performance of collective goals” (Buchanan and Huczynski, 1985).

“The planned coordination of the activities of a number of people for the achievement of some common explicit purpose or goal” (Schain, 1988).

Organization

- Are hierarchical.
- Distribute authority systematically
- Involve teamwork
- Make decisions, exhibit, conflict have an organizational culture, socialize members, have an increasingly diverse workforce, motivate members and solve problems.
- Are influenced by economic, political and legal forces.

Organization constitutes human resources that leads to the upliftment of an organization.

Organizational behavior:- A subject that refers to the study of human behaviours in organizations. A part from the focus on the individual, organizational behavior is also concerned with the relationship between the individual and the group, and how both interact with organization. The organization is also subjected to analysis and its environment.

The primary goal of Organization behavior is to describe rather than prescribe that is it describes relationship between variables (e.g. motivation and job performance) rather than predicting that certain change will lead to particular outcomes.

Organizational behavior as a social science rather than a natural science, encounters difficulties when identifying, defining, measuring & predicting relationship between concepts because it deals with phenomena (for instance the human condition) that are more complex than phenomena that constitute the physical world. It adopts a multi disciplinary perspective, but it should be said that psychology as a discipline makes the greatest contribution.
“Organizational behaviour enjoys a controversial relationship with management practice” ((2004), Buchanan & Huczynski)

**Organizational Culture:** The organization’s pattern of beliefs, expectations, and values as manifested in company and industry practice.

Organizational culture has a number of important characteristics.

1. Observed behavioural regularizes
2. Norms
3. Dominant values.
4. Philosophy.
5. Rules.

**Organization Climate:** This is an overall feeling that is conveyed by the physical layout, the way participates interact, and they way members of the organization conduct themselves with customers or other outsiders.

Organizational climate and culture refer to organization characteristics that have been both difficult to define and difficult to measure. The concept of organizational culture has emerged as an important research topic. Whereas climate focuses on employees perceptions of organization characteristics, culture research attempts to understand the meaning that employees attach to events in the organization. The predominant approach to studying culture is to examine stories and myths that are told in organization.

Some organizational psychologists use the terms organizational culture and organizational climate interchangeably, arguing that the concepts share a fundamental similarity. Other note that climate is the surface manifestation of culture. Organizational climate is what we perceive when we observe the way a company functions, whereas organizational culture relates to deeper issues, the causes of an organization’s operating style.

Organizational climate state that it represents employees shared perceptions of their organization. Schneicler (1985) pointed out that climate definitions have at various times included the dominant interpersonal practices of an organization, such as supervisory style and how workers relate to one another, as well as formal and informal policies that encourage certain types of behaviour such as safety and innovation (Abbey & Dickson, 1983).
Baumgartel (1971) viewed organizational climate as a product of leadership practices, communication practices and enduring and systematic characteristics of the working relationships among persons and division of any particular organization.

Pritchard & Marasick (1973) define HRD climate as a relatively enduring quality of an organizations internal environment, distinguishing it from other organizations. Which (a) results from the behaviour and practice of members of the organization especially in top management (b) is perceived by members of the organization (c) serves as a basis for interpreting the situation and (d) acts as a source of pressure for directing activity.

Organizational climate refers to the perceptions that organizations member share the fundamental elements of their organizations (West et al. 1998) At the individual level climate is the summary perception of the organizational work environment providing a common frame of reference for attainment of some congruity between behaviour and the systems practices and procedures, acting as a potent influence on individual performance and satisfaction.

Moran and Volkwein (1992) have given a newer approach to organizational climate besides the previous structural, perceptual, interactive approaches. This new approach is the cultural approach, which proposes that organizational climate arises from inter subjectivity at members as they interact within a context establishment by an organization’s culture.

Organizational climate has been found to be a determiner of an organisation’s ability for sustaining high performance. It provides levers to form an integrated people’s strategy that shifts performance and necessary tools that enable employees to do their jobs properly (Gonzalez, 1999).

Research on climate has focused on the analysis of activities and policies that distinguish organizations from one another, as well as those that distinguish units within organizations. In the sense, climate may be thought of as an organization’s personality.

Eight dimensions of climate:- (Litwin & Stringer, 1968 )-

1. Structure
2. Individual responsibility
3. Rewards
4. Risk and risk taking
5. Warmth and support
6. Tolerance for conflict
7. Organizational identify and group loyalty
8. Performance standards and expectations.

Four factors of climate (Campbell, Dunnette Lawler, and Weick, 1970)

1. Degree of Structure present
2. Individual autonomy
3. Reward orientation
4. Support & consideration.

Features of Organizational Climate:-

a) General perception:- Organizational climate is a general express of what the organization is. It represents the summary perception which people have about an organization.

b) Qualitative Concept:- It is an abstract and intangible concept. It is difficult to explain the components or organization climate in quantifiable units.

c) Enduring Quality:- It is built up over a period of time. It represents relatively enduring quality of the internal environment that is experienced by the organizational members.

d) Distinct Identity:- It reflects how an organizational is different form other organizations. It gives a distinct identity to the organization.

e) Multi-dimensional concept:- There are several dimensions of the concept of organizational climate such as individual autonomy, authority structure, leadership style, pattern of communication degree of conflicts and cooperation, etc.

Components of Organizational Climate:-

1) Members concern:- The dominant orientation of an organization is the organization is the main concern of its members, and this is important determinant of climate. If the dominant orientation or concern is to here to established rules and regulations, the climate will be characterized by control on the other hand, if the orientation is to produce excellence, the climate will be characterized by achievement.

2) Interpersonal relationship:- An organization’s interpersonal-relations are reflected in the ways informal groups are formed, and operate to satisfy the social needs of members. Conflicts in the organization might also be common.
3) **Degree of Control:**- The control systems may be either rigid or flexible. If the control is rigidly followed, there will be impersonal or bureaucratic atmosphere in the organization. The scope for self-regulation will be the minimum.

4) **Individual freedom:**- If the individuals are given sufficient freedom or autonomy to work and exercise authority, there will be efficiency in operations. Self-control will higher the burden of the higher level executives.

5) **Type of structure:**- It clarifies who is to direct whom and who is responsible to whom. It serves as the basis of Inter-personal relations between superiors and subordinates. If the authority is centralized at the top level, the scope for participation in decision-making by the subordinates will be low where authority is delegated to the subordinates, there will be an atmosphere of participator decision making.

6) **Management Orientation (Style):**- The dominance style of managers and supervisors may be task-oriented or relations-oriented. If the task-orientation is predominant, the leadership style will be autocratic. The employees will have to increase their productivity or face punishment.

7) **Reward system:**- The system of rewards and punishments is an important component of organizational climate when the rewards are based on merit and productivity, there will be an atmosphere of competition among employees for higher performance. They will put more and more hard work to develop themselves and earn higher rewards such as increments and promotions.

8) **Risk-taking:**- How members respond to risks and whose help is sought in situations involving risk are important in any organization. If individuals feel free to try out new ideas without any fear, they will not hesitate in taking risks. Such an atmosphere will be conducive to innovative ideas.

9) **Conflict management:**- Differences among people and groups in organizations are not uncommon. If they are suppressed or not handled properly, people will be unhappy and there will be an atmosphere of distrust and non-cooperation.

10) **Degree of trust:**- The degree of trust or lack of trust among various members and groups in the organization affects the climate. If there is mutual trust between different individuals, group and also between management and workers, there will be peace in the organization. The members will cooperate with one another for the attainment of organization objectives. The above dimensions often overlap with each other they are not mutually exclusive.
Factors Influencing Organizational climate

Organizational climate is a manifestation of the attitudes of organizational members towards the organization. These attitudes are based upon such things as management policies. Supervisory techniques, the ‘fairness’ of management labour’s reactions to management, and literally anything that affects the work environment.

Five major components of Organizational climate (According to Lawreuee James and Alian Jones)

1) Organizational Context:- The management philosophy of an organization will be evident from the goals, policies and functions of the organization and the manner in which the goals are put into operation this philosophy of management is expressed by policies, rules, regulations and of course by the actions of managers. The reaction of the employees and the degree to which they agree within management’s philosophy is critical to the development of a favourable climate. The management’s attitude towards employees is indeed a major determinant to the overall organization climate.

2) Organizational Structure:- An organization structure is the framework of authority responsibility relationship in an organization. It clarifies who is to supervise whom and who is responsible to whom. It serves as the basis of inter-personal relationships between the superiors and the subordinates and the peers. The organizational structure followed by management is critical organizational climate.

3) Relationship between superior & Subordinates:- Every Employee has to interact with his superior or boss for necessary instructions and guidance. It is the immediate superior who allows the subordinate to participate in decision making gives assignments, does performance appraisals, conducts performance reviews, interprets policies, determines pay increment and who decides who has the potential to be promoted. These functions are inherent in managing and every manger is concerned with these functions. The relationship between superior and subordinate is not only of an interpersonal nature, but it also represents the primary interface between the organization and the employee.

4) Physical Environment:- It has been observed that office size and the physical space allotted to a person at work etc. have an important influence to the development of a favourable attitude towards the job. Noise has also been considered instrumental in influencing the climate of organization. High level of noise may bring a bad feeling
and lead to frustration, negousness and aggression and this have a negative effect up to organizational climate. Therefor, noise to a tolerable extent may not adversely affect the organizational climate.

5) Values & norms:- Over a period of time every organization develops a culture of its own culture is the social or normality glue that holds an organization together. It expenses the value or social ideals and beliefs that organizational member come to share. In the words of Broutal “organization culture is a system of shared values and the beliefs that organizational member come to share. In the words of Broutal “Organization culture is a system of shared values and the beliefs that interact with a company’s people. Organization structures, and control systems to produce behavioural norms.

Techniques for improving organizational climate: The following techniques may be helpful in improving the organizational climate:

(i). Open communication:- There should be two-way communication in the organization so that the employees know what is going on and react to it. The management can modify its decisions on the basis of employees reactions.

(ii).Concern for people:- The management should show concern for the workers. It should work for their welfare and improvement of working conditions. It should also be interested in human resource development.

(iii). Participative decision-Making:- The employees should be involved in goal setting and taking decision influencing their lot. They will fell committed to the organization & show cooperative attitude.

(iv). Change in policies:- The management can influence organization climate by changing policies, procedures & rules. This may take time, but the change is long lasting if the workers see the change in policies procedures and rules as favourable to them.

(v). Technological changes:- It is often said that workers resist changes. But where technological changes will improve the working conditions of them employees the charge is easily accepted. There will be a better climate if the management adopts improved methods of work in consultation with the employees. It is often said that workers resist changes. But where technological changes will improve the working conditions of them employees the change is easily accepted. These will be a better climate if the management adopts improved methods of work in consultation with the employees.
Models of Organizational Climate

Competing Values Model:-- The CVM by Quinn and Rohrbaugh (1983) constituting organizational climate was primarily developed to judge the effectiveness of organizational outputs. The reasons behind this model, creation were to summarize major approaches to organizational values and effectiveness into a single from work. The model also exposes complexity of choices that managers are facing and the congruence of concerns across the organizations. The model based on constructs of organizational theory, comprising of values system of human relations, internal process. Open system and rational goal values.

Human relation model:-- Flexibility and internal focus values end results of team work and human resource development. Climate dimensions, included in this quadrant are employee welfare, autonomy, involvement training, integration and supervisory support.

Internal process model:-- Control and Internal focus values stability, exhibits formalization and internal control to efficiently use the resources. This quadrant emphasizes bureaucracy where there are workers with well defined roles and there are clear policies to follow. Climate dimensions which are included in this quadrant are formalization and tradition.
Open system model:- Flexibility and external focus values flexibility, adaptability and innovativeness with climate dimensions of flexibility and innovation, outwards focus and reflexivity.

Rational goal model:- Control and external focus values productivity, goal achievement. Important dimensions included in this quadrant are clarity of organizational goal, effort, efficiency, quality, pressure to produce and performance feedback. The rational goal climate was characterized as innovation development oriented climate. Similarly, the open system found conducive for innovation and creativity. The group orientation and human relation dimension of the model is characterized by feeling of claw, comfort, and relaxation. Organization climate is associated with a number of outcomes like leader behaviors, organizational work performance, and turn over intentions and individual job performance. Organizational commitment and job satisfaction are also found to be closely related.

Organizational climate and work attitudes like organizational commitment and job satisfaction are found to be closely related (Glisson and James, 2002). The review of literature highlights the positive relationship between the HRD climate and organizational commitment. Organizational climate was found to have an important role in determining organizational commitment and not union commitment.

Organizational commitment arise when the employee strongly identifies with the organization agrees with its objectives and value systems, and is willing to expand effort on its behalf. In fact, organizations are made up of a number of fraction with different agendas and conflicting objectives and commitment can directed to specific aspects of the employee’s experience at work. A commitment is a personal constructs a cognitive entity that binds the self or oneself to something, makes one to promise, to perform and to undertake something.

Sociologists typically make use of the concept of the fact that people engage in consistent lines of activity (Nelson and foote, 1957) in the context of occupational careers.

Commitment can be defined as the individual’s feeling of identification with and attachment to the organization. Commitment, a key ingredient in human resource management could be defined as the relative strength of an individual’s identification with and involvement in an organization (Mowday, porter, and Steers, 1982).

The interaction of people and culture has reinforcing qualities frequently resulting in committed employees. As employees develop their skills on the job, including interactive skills, there is favorable impact on the level of morale which is turn, enhances commitment to the organization. The commitment is said to go through three phases, i.e., compliance, identification and internalization.
The organizational climate encompasses different variables, i.e., motivation, reward system, decision making, responsibility, delegation of authority etc. The construct of organizational climate has number of correlation and independent variables as well. The more the organizational climate is conducive; the better would be the employee’s performance. The vital performance measures are employee turnover, job satisfaction, organizational commitment and general health of employees.

**Organizational Commitment**

Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization (Blau, 1987).

Bateman and strasser (1984) State that the reasons for studying organizational commitment are related to (a) employee behaviour and performance effectiveness, (b) attitudinal affective, and cognitive constructs such as job satisfaction (c) characteristics of the employee’s job and role such as responsibility and (d) personal characteristics of the employee such as age, job tenure.”

Salanick (1977) proposed two approaches prospective and retrospective. In prospective view, commitment is conceived as an individual’s psychological bond to the organization/social system, as reflected in this involvement with, loyalty for and belief in the values of the organization. In retrospective view, commitment results as individual becomes bound to the behavioural acts that are chosen voluntarily. (Raju and Srivastava, 1986).

Porter et al. (1974) proposed that organizational commitment includes three elements- “a strong belief in and acceptance of the organization’s goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership.” Sheldon (1971) defines commitments as being a positive evaluation of the organizational and the organizations goals.

Meyer and Allen (1991) and Dunham et. al (1994) identified three types of commitment-

a) **Affective commitment**: It involves the employees emotional attachment to, identification with and involvement in the organization.

b) **Continuance commitment**: It involves commitment based on the costs that the employees associates with leaving the organization. This may be because of the loss of sonority for promotion or benefits.
c) **Normative commitment:** It involves employee’s feelings of obligation to stay with the organizational because they should, it is the right thing to do. Monday, steers and porker (1979) proposed the two broad perspective approach to study the organizational commitment.

d) **Behavioural Commitment:** In the behavioural paradigm, commitment behaviour is distinguished from other behaviour by its extraordinary level, that is behaviour that is beyond normative organizational expectations of the individual. Hence the behavioural perspective to cusses on the overt manifestations of commitment. (Nowday et al. 1979).

**Attitudinal commitment:** Mowday et al. (1979) defined commitment as a state in which an individual identifies with a particular organization and its goals and wishes to maintain membership in order to facilitate there goals. Both Buchanan and Mowday et al. (1979) define commitment, its distinguishing characteristics as the individual’s internalization of the organization’s goals and values.

Though both the approaches propose different view, but imply four common characteristics of an organizationally committed individuals:-

1. Internalization of goals and values of the organization.
2. Involvement in an organization role in the context of these goals and values.
3. Desire to remain in the organization over an extended period of time in order to serve its goals and values.
4. Willingness to exert effort in the interest of the organization’s goals and values apart from the instrumentality of this effort for the attainment of the individual’s goals.

Steers (1977) has developed a model of organizational commitment. According to the model there are three categories of antecedents to organizational commitment personal characteristics, job characteristics, and work experiences. These three categories are similar to the variables related to job involvement. More specifically, the personal characteristics (e.g. age and education) are similar to the demographic variables correlated with job involvement. In addition, the job characteristics (e.g. challenge and feedback) are similar to the situational variables correlated with job involvements.
Hypothesized Antecedents and Outcomes of Organizational Commitment.

Theories of Commitment:

Issue:- Why do we commit? Why does a person show a consistent mode of behaviour/activity?

Sociological Theory:- Social theories revolve around the related concepts of social sanction and social control. The process of social sanction states that people act consistently because activity of some particular kind is regard as right and proper in their society or social group and because deviations from this standard are punished. People act consistently, therefore, because it is morally/ethically wrong, practically inexpedient or both, to do otherwise.

Next, the 'Social control' Phenomenon states that people obey social rules even when sanctions would follow on infraction, has been dealt with by positing the internalization or a generalized view which constitutes the hidden audience that enforces the rules. This explanation is generally accepted by sociologists but is just as generally criticized because it offers no reasonable explanation of how people choose one from among the many audiences they can mentally survive on to observe any given act.

Psychological theory:- The explanation for consistent behaviour is sometimes imported from psychology of psycho analysis. Maslow (1954) proposed that employee's needs emerge in a hierarchical fashion and it is important for the organization to satisfy their need failing which the employees may exhibit non-commitment which may result in loss of productivity and effectiveness of organization.
Psycho analysts attribute consistency of behaviour to a stable structure of personal needs. They predicate that individuals have stable needs and consistently act so as to maximise the possibility of satisfying them. But the explanation of behaviour by reference to needs not directly observable lead to the problem of its implementation.

Side bet theory:- A person manifests a consistent course of action because of two states of mind:-

1. Made a commitment; means a person is envisioned as having acted in such a way or
2. Being committed: being in such a state that he will follow a consistent course.

If this concept of commitment is used, the proposition that commitment produces consistent lines of activity is tautological. In order to avoid this tautological sin, the characteristics of 'being committed' must be specified. The term 'side bet' is used to refer to anything of value the individual has invested (e.g. time, effort, money) That would be lost or deemed worthless at some perceived cost to the individual if he/she were to leave the organization. Such investments might include contributions to non-investments might include contributions to non-invested pension plans, dependent upon organization specific.

Guidelines to enhance organizational commitment

Dessler suggests the following specific guidelines to implement a management system that should help solve the current dilemma and enhance employees organization commitment.

1. Commit to people first values:- Put it in writing, hire the right kind managers, and walk the talk.
2. Clarify and communicate your mission:- Clarify the mission and ideology make it charismatic use value based hiring practices. Stress values-based orientation and training build the tradition.
3. Guarantee organizational justice:- Have a comprehensive grievance procedure provide for extensive two way communication.
4. Create a sense of community:- Build value-based homogeneity, share and share alike, emphasize parnraising, cross-utilization, and teamwork, get together.
5. Support employee development:- Commit to actualizing, provide first year job challenge enrich and empower, promote from within; provide developmental activities, provide employee security without guarantees.

Measurement of organization commitment

Organizational Commitment Questionnaire (OCQ) the OCQ was developed by Mowday et al. (1979). It is widely used and supported by extensive psychometric data (Mowday et al. 1979)
respondent indicate on 7 point scale, the extent to which they agree or disagree with a series of 15 statements relating to organizational commitment. Meyer and Allen have developed three scales using items from Mowday et al. (1974), Buchanan (1974), and Quinn and Stains (1979) to measure the normative and continuance conceptualizations of organizational commitment. Each scale contains eight statement as in a seven point likert scale format scale development has been supported by acceptable levels of reliability and validity (Meyer & Allen, 1984). Hunt Chonno and Wilcox (1984) developed a 4 items measure of organizational commitment. It is a 4 items scale inserted in marketing literature. Later Shaub (1991) made a psychometric comparison of two organizational commitment scales Mowday's OCS and Hunt's organizational commitment scale. Thought organizational commitment questionnaire developed by Mowday et. al (1979) measure global commitment.

**Correlates of Organizational Commitment**

**Motivation**: The motivational approach to the study of involvement embodies a new ways of thinking. Firstly in contrast with widespread assumption that satisfaction of intrinsic needs is necessary condition for job involvement, the motivational approach views as a function of degree of satisfaction with one's salient needs, be they intrinsic or extrinsic. Secondly, the motivational formulation contests the commonly accepted notion that the work values embedded with the protestant ethics along promote were involvement.

**Job Involvement**: Morrow (1983) distinguished between OC and job involvement as the latter is the degree of which a person is identified psychologically with his/her world. Employees may become committed to an organization & maintain membership because it offers numerous side bets, even though they may not be psychologically attached to their jobs.

**Stress**: Several studies (e.g. Bateman & Strasser, 1984, Hrebinjak, 1974) defined stress a composite of role strains, often measured by summing role conflict, ambiguity and overload items into a single index. Intuitively, stress should relate negatively to employees attachment to an organization. Moreover, employees who are highly committed to an organization may experience greater stress and anxiety following a widely publicized industrial accident or a strike than would a less committed employee.

**Occupational commitment**: Morrow (1983) discussed occupational commitment in terms of an employees commitment to his or her occupation, profession, or career, occupation group or profession. Commitment to a particular occupational field, includes affective, continuance and normative commitment.
Union commitment:- Similar to occupational commitment, it is expected that the relationship between O.C. and union commitment is moderated by the other factors such as management union relations.

Job satisfaction:- Mathier and Zajac (1990) conducted a series of meta analysis between O.C and variety of variables, including job satisfaction. An average correlation was found between O.C and overall job satisfaction. Another important and variable of performance in any organization that is in vogue is general health of their human resources.

The word health comes to us from an old German word that is represented in English by the words 'hale' and whole' both of which refer to a state of "Soundness of body" we could define health as the absence of disease but the define health solely by references to the negative. In the words one could be free of disease but still not enjoy a full, wholesome and satisfying life. Health entails quality rolutioy of physical soundness and mental vigor.

Oxford dictionary defines health as the state of being bodily and mentally vigorous and free from disease.

Health psychology is devoted to understanding psychological influences on how people stay healthy, why they become ill and how they respond when they do get ill health psychologists both study such issues and promote interventions to help people stay well or get over illness. In 1948, the world health organization (WHO) defined health as a complete state of physical, mental and social well being and not merely the absence of disease or infirmity.

Health psychologists study the psychological aspects of the prevention and treatment of illness. Health psychologists also focus on the etiology and correlates of health, illness and dysfunction. In brief, Health psychologists analyze and attempt to improve the health care system and the formulation of health policy.

Mainly, Heath psychology involves three domains:-

- Physical health, involves having a sound, disease, free body with good cardiovascular performance.
- Psychological Health is being able to think clearly having good self-esteem and enjoying a general feeling of well-being.
- Social health includes having good interpersonal skills, meaningful relationships with friends and family and social support.

The definition of health very broad because achieving health requires political and social reform, as well as improved health care and hygiene.
Henry Sigerist (1941) "Health is not simply the absence of disease it is something positive, a joyful attitude toward life, and a cheerful acceptance of the responsibilities that life puts upon the individual."

The positive approach was soon criticized as providing an unworkable basis for the guidance of health-seeking behaviour. Dubos (1965) observed: "The concept of perfect and positive health is a utopian certain of human mind. It can not become reality because man will never be so perfectly adapted to his environment that his life will not involve struggle, failures, and sufferings." According to his view, the concept health as a positive ideal is a creative force, dangerous only if its unattainable character is forgotten. That is, positive definitions of health make of it not a state to be achieved out a motive.

Health can be more than the state that prevails in persons free of injury or disease working definitions that enter into the design and evaluation of health services are still mostly limited to the use of negative indicators.

Our view of health is also likely to change as we get older. Most children see health as eating the right things and being 'fit'. For older people, health is likely to be much more about their ability to cope and do the things that they are used to doing. The important of physical fitness in people's conceptualization of health is demonstrated by some research conducted with Californian woman (1984). This study showed how women in particular conceptualize health as the control of their physical bodies, which is achieved through dieting and exercise.

Health is the extent to which an individual or group is able to realize aspirations to satisfy needs, and to change or cope with the environment health is therefore, seen as a resource for everyday life, not the objective of living. Health is positive concept emphasizing social and personal resources, as well as physical capacities (WHO, 1986).

Blaxter (1990), in a comprehensive study of health and lifestyles, noted how 'positive health' was associated with the ability to cope with stressful situations and having a strong support system. People related their health to their relationships, their socio-economic status, and their mood.

Health has may different meanings that are linked to the social and cultural context of its use. In western societies, health tends to be associated with the presence of a disease process such as a compromised immune system.

Illness refers to the individual experience of ill health and feelings of discomfort, pain or unease. People may feel ill but have no diagnosed disease. The illness may not be sited in the physical body but have a social or psychological dimension. The view of health is almost a return to the early Greek school of thought that hygeia (Health) and euexia (Soundness)
occur when there is a balance between the bodily 'humors' of blood, phlegm, yellow, bile and black bile. The theory was the four fluids normally remained in balance, but if the equilibrium was upset, illness ensued.

Galen (A.D. 180-199) believed that the body's constitutions could be put out of balance by too much wetness, dryness, heat or cold.

In the field of psychology "illness" has traditionally referred to cognitive and emotional phenomena such as schizophrenia, anxiety or depression. In the past forty years, however, psychologists have studied "illness" as it relates to the physical body. In the past three decades, the field of 'health' psychology "has emerged. This field involves research and practice dealing with the role of psychology in health and illness health psychology has its goal a deeper understanding of psychological processes as an aid to improving physical health outcomes for individuals. Health psychologists subscribe to a bio psychosocial model, which is a philosophical point of view that posits the importance and interrelatedness of biological, psychological and social/societal factors in determining health. Thus health psychology is concerned with many different topics, such as.

- Why and how people certain health habits (bad habits such as smoking and good habits such as exercising)
- What factors determine whether a specific intervention will be effective in changing a persons health behavior.
- What makes people get sick and why people who are all exposed to the same environmental factors (Stress, viruses, toxins) do not all experience the same outcomes.
- Why different people respond differently to disease and illness.
- How responses and loping style can affect the course of a disease or illness.

In 1973, the American Psychological Association (APA) appointed a task force to explore psychology's role in the field of health to determine whether psychology should remain only under the umbrella of behavioral medicine or establish a distinct field with its own goals and focus. Based on the task force's recommendations, in 1978 the APA created the division of health psychology. On the basis of all the above theoretical framework, the aim of study is to find correlates of organizational climate in term of organizational commitment and general health of employees.