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# AN APPLICATION OF STRUCTURAL EQUATION MODELLING TO SEARCH ANTECEDENTS' LATENT VARIABLES IN ORGANISATIONAL HEALTH, OCCUPATIONAL ROLE STRESS AND SOCIAL SUPPORT FOR ORGANISATIONAL COMMITMENT

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**Abstract:** *In this article, a search for antecedents' latent variables of organisational commitment from organisational health, occupational role stress, and social support for Indian Nationalised Bank Managers was made. Structural Equation Modelling (SEM) was used to assess the fit of the model that identified autonomy, cohesiveness, goal focus, role overload, and responsibility for the person as statistically significant antecedents of organisational commitment. Our models provided a good fit. Direct and indirect effects of exogenous variables on endogenous variables estimated and resultant percent of variance accounted into organisational commitment reported.*

**Keywords:** *Bank Manager, Nationalised Bank, Organisational Health, Occupational Stress, Social Support, Exogenous, Endogenous, Structural Equation Modelling*

## INTRODUCTION

Management is a crucial asset of any organisation. It plays a dynamic role in achieving goals and objectives of the organisation with its skills and motivation. The commitment of managers is essential in retaining and maximizing the utilisation of HR. The study of commitment in this context is important for the reasons like even though organisations are becoming leaner, they must maintain a core of people who are the source of organisational life. The literature search indicates that organisational commitment is linked to various determinants ranging from personal variables and organisational characteristics. The work suggests that organisational commitment may be influenced by organisational health, social support, and occupational stress. The focus is on banking sector as in banking sector-rapid growth has been witnessed in a decade. Because of this growth, the demand for committed and skilled human resource has increased many folds. The supply is however limited.

Meyer and Allen (1991) have defined organisational commitment as a psychological link between an employee and his or her organisation that makes it less likely that the employee will voluntarily leave the organisation. Wide arrays of variables have been found to correlate with commitment over the years. Therefore, there is little need for more research to examine bi-variate correlations. There is a need, however, for more research to examine the causal ordering of variables in order to identify latent variables instilling organisational commitment.

Success of organisation can be built on the competence and commitment of its employees regardless of the organisational level. Commitment is stuff of dreams and glue that binds one person to another in a relationship. Mowday, Porter and Steers (1982) viewed organisational commitment as relative strength of an individual's identification with and involvement in an organisation. Groer (1993) found that subjects high in organisational commitment had a propensity to report more accurately to the organisation than subjects with low commitment to the organisation. Organisational commitment, as a subset of the psychological contract, is an important consideration for organisational leaders to foster. Strong positive commitment can lead to increased levels of devotion, loyalty, and effort and can reduce costs.

Recently, employee health and well-being has gained substantial attention from management researchers and industrial/organisational psychologists. Numerous researchers and consulting psychologists argue that organisations should adopt healthy workplace practices that focus not only on profitability and productivity of the organisation but also contribute to enhance the health and psychological well-being of its employees (Grawitch,

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Gottschalk, & Munz, 2006; Grawitch, Trares, & Kohler, 2007; Russell, 2008; Wright & Cropanzano, 2004). It is generally believed that happy worker is a productive worker. The notion of 'happy worker productive worker' is also supported by the empirical research.

Occupational stress occurs when there is a discrepancy between the demands of the environment/workplace and an individual's ability to carry out and complete these demands. Often a stressor can lead the body to have a physiological which in turn will result on a strain on a person physically as well as mentally.

Ayyappan and Vadivel (2013) in their study clearly found that there is a significant relationship between type of the banks, gender, age, education, marital status, length of the service, job role, family type of the respondents, and impact of occupational stress. So the banking sector employees should adopt new coping strategies for maintaining good physical and mental condition which will improve productivity level of the bank. Cooper and Marshall (1976) state "Occupational stress means negative environmental factor or stressor (e.g. overload, role-conflict, poor peer relation at work, working condition) associated with particular job".

Organisational health is an organisation's ability to function effectively, to cope adequately, to change appropriately, and to grow from within. Organisational Health, like personal health, may vary from a minimal to a maximal level. Organisational health implies that an organisation is able to optimize the effectiveness and the well-being of its employees, and cope effectively with both internal and external changes (Lindstrom *et al*., 2000). Healthy organisations have a congruence of values and rules with everyday practices reflecting these values and rules (Cooper & Cartwright, 1994; Cox & Leiter, 1992).The healthy organisation model has included personal job satisfaction related to the effectiveness of the organisation.

Human behaviour is a complex result of our intention, our perception in immediate situations and our assumptions or belief about the situation and the people in it. These assumptions are in turn based upon our past experiences, cultural norms and what others have taught us to expect. By taking up few organisationally relevant psychological variables like organisational health, occupational stress, social support and organisational commitment, this study purports to make a humble contribution in vast pool of knowledge. Researchers have concluded that occupational stress, organisational health, and social support have very definite effect on the organisational commitment of employees.

Studies reveal that if organisation is healthy and people get support from their social encounters then they can cope up with any problems in their lives. This will ultimately result in better performance and more commitment for the organisation they work for. Thus the interrelationship between organisational health, social support, occupational stress and organisational commitment becomes an important aspect of study and research. Hence it frames the basis of present investigation. This study also plans to ascertain the moderating effects of social support and occupational stress on organisational health and organisational commitment relationship. Keeping in the view of the above facts the present investigation attempts to find out the group of latent variables in organisational health, occupational stress and social support for organisational commitment of bank managers.

Structural Equation Modelling technique is used as it assists in both confirmatory and exploratory modelling towards theory testing and development. Starting with hypothesis represented inproposed causal model, Structural Equation Modelling helps in testing the relationship between concepts. The model being tested against obtained measurement data in determining how well the model fits the data. The output at times detects latent variables which may be hidden in the real sense not visible in the model but the results explicitly capture the unreliability of measurement which in theory allows structural relations between latent variables for being accurately estimated.

Empirical research in social science proceeds in variety of settings and contexts. Social phenomena are usually interrelated with numerous variables and control of variables is difficult. The research design in our case is correlational in nature. The central characteristic of the design is to identify the group of latent variables in organisational health, occupational stress and social support for organisational commitment in high operational work settings of managers working in nationalised bank.

## PROCEDURES AND PARTICIPANTS

This piece of research covers 300 managers incidentally selected from various branches of nationalised banks (State Bank of India, Punjab National Bank, and Allahabad Bank) spread across Lucknow (India). All the respondents were married males. The age of the respondents varied between 40-60 years with mean of age 50 years. In education they varied form graduation to post graduation and the working experience varied between 12 to 26 years with mean working experience of 20 years in their present organisation. The monthly income of the respondents varied between Rs. 25,000/-and 55000/with a mean monthly income of 35,000. All the respondents were well versed in English as a language.

## Data Collection

The respondents were contacted at their workplace and purpose of the study discussed with them. After receiving their consent for participation in the study they were given appointments at the individual level for filling the questionnaires. The respondents were asked not to leave any item unchecked and give their responses as the information thus sought and assured for confidentiality of information which will only be used for research.

## Measures

**Organisational Health Scale (OHS):** Organisational health as observed earlier is multidimensional and its measurement requires valid and reliable methods. Organisational Health Scale was developed by Miles in (1965). It had 40 items having5-point Likert Scale with anchors labelled(1=Completely Agree and 5=Completely Disagree).The items are divided into 10 dimensions, having 4 items in each dimension; this makes it into total 40 items. The dimensions in the scale are goal focus, communication adequacy, optimal power utilisation, resource utilisation, cohesiveness, morale, innovativeness, autonomy, adaptation, and problem solving adequacy. The lowest score of the scale is 40 and highest score can be 200. Thus, the range of scores lies between 40 and 200. The psychometric property of the scale was re-visited on the target sample. The split- half reliability was 0.84. Exploratory Factor Analysis (EFA) was carried out which confirmed the 10 factors and explaining 72.40% of variance.

**Occupational Stress Index (OSI):** The Occupational Stress Index developed and standardised by Srivastava and Singh (1981)was used in the study. It consists of 46 statements with 5-point Likert Scale with anchors labelled (5=Strongly agree and 1=Strongly disagree).The index assesses employees' perceived stress arising from the 12 dimensions of job life. The dimensions are role overload, role ambiguity, role conflict, unreasonable group and political pressures, responsibility for persons, under-participation, powerlessness, poor peer relations at work, intrinsic improvement, low status, strenuous working condition, and unprofitability. Thus, the maximum possible scores will be 230 and the minimum 46. The lower score indicates lower degree of occupational stress and high score higher degree of occupational stress. The psychometric property of the scale was re-visited on the target sample. The Cronbach's Alpha was found to be 0.90. Exploratory Factor Analysis (EFA) was carried out which confirmed the 12 factors and explaining 68.10% of variance.

**Social Support Scale:** Social Support Scale developed by Cohen and Will (1985)was used in the study. There are three areas in which social support is measured i.e. Tangible support, Appraisal support and Belonging support. The scale has 15 items, 5 in each area. Four point Likert Scale with anchors labelled(4=Completely True and 1=Completely True). The total social support score can be obtained by adding the score on the scale is 60 and minimum will be 15. The lower score indicates lower degree and higher score indicates higher degree of perceived social support. Adequate internal and test –retest reliability of the three subscale ranged from 0.77 to 0.92 and from 0.70 to 0.90, respectively.

**Organisational Commitment Scale:** To adapt in Indian culture the English version of the (Meyer, Allen & Smith, 1993)scale was translated in Hindi and finally, Indian adaptation of Organisational Commitment Scale was used. Meyer and Allen (1993) applied different labels to what they described as three components of commitment: Affective, Continuance and Normative. It was a 5 point scale with anchors labelled (5=Strongly agree and 1=Strongly disagree).The possible score for commitment sub-scales was 6 to 30 and overall organisational commitment scale from 18 to 90. High score indicates high intensity agreement and low score indicates low intensity agreement on the commitment dimension in the organisation. It can be seen that median reliability coefficient for all the three sub-scales ranged from 0.83 to 0.93 and the same for Organisational Commitment Scale was found to be 0.87. The factors structure of the organisational commitment scale has been examined to determine factorial validity in several studies using explanatory and confirmatory analyses. The percent of variance accounted by affective, continuance and normative commitment were 59.6%, 64.4%, 52.5% respectively.

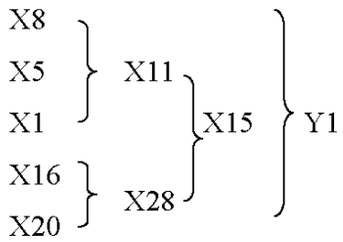
# RESULTS & DISCUSSION

A researcher commonly wishes to discover the relationship of predictor variables to a criterion variable. Simple and multiple correlations are utilised and often yield important relationships, yet they never demonstrate causality.

## Development of Causal Scheme

This technique allows us to state a theory in the form of a linear causal model. The most important variables on the basis of Multiple Regression Analysis are sought, and all others are regarded as 'residual'. This process assumed to be on the basis upon the results of past research and current theory.

Autonomy (X8), Cohessiveness (X5), Goal Focus (X1), Role Overload (X16), and Responsibility for the Person (X20),Overall Organisational Health (X11), Occupational Role Stress (X28), Social Support (X15) are important predictor variables and will help in determining the subsequent organisational commitment (Y1) of bank managers in their work settings. This is the linear statement or temporal order of the variables and may be written as follows:




The conceptual framework now to be translated into quantitative estimates on the basis of pattern of association of the variables in the sequence. This will help to measure the gross magnitude of the effect of an antecedent variable upon the consequent variable. The inter-correlation for all target variables along with descriptive statistics is given in Table 1. The correlation coefficients for all variables are significant at $p<0.05$.

## Depict a path diagram

Path diagrams are generally illustrated by means of one headed arrow connecting some or all of the variables included in the basic model. Variables are distributed from right to left, depending upon their theoritical ordering. Inter-correlations between variables not influenced by other variables in the model are called *exogeneous* variables, which refer to all variables prior to and outside the model. The remaining subset of variables (which may consist of only one variable) is taken as dependent, and these are called *endogenous*. The lines running from one measured variable to another represent the direct influences of one variable upon another. There are also indirect influences. Variables recognised as effects of certain antecedent variables may, in turn, serve as a causes for subsequent variables. Finally, residual path showing vertical line has been drawn and are due to causes not recognised or measured, and departures of the true relationships from additivity and linerity, properties that are assumed throughout the analysis.

Table 2 displays fit indices. Chi-square is an interpretation of goodness-of-fit as the sample size to perform SEM is sufficiently large. The p value for Chi-square is below 0.05 indicates good fit.

Table 3 shows error variance, total variance, and squared multiple correlations for endogenous variables (often considered the dependent variables in such a model). The 'Squared Multiple Correlations' R-square column gives us

**Table 1: Descriptive Statistics and Inter-correlation among antecedent and consequent variables**

| Vab | Mean | SD | Correlation Coefficients | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | X8 | X5 | X1 | X16 | X20 | X11 | X28 | X15 | Y1 |
| X8 | 11.40 | 4.15 | 1.00 | | | | | | | | |
| X5 | 13.73 | 3.85 | 0.73 | 1.00 | | | | | | | |
| X1 | 13.52 | 3.14 | 0.59 | 0.71 | 1.00 | | | | | | |
| X16 | 19.34 | 4.94 | 0.26 | 0.29 | 0.21 | 1.00 | | | | | |
| X20 | 9.46 | 2.46 | 0.30 | 0.22 | 0.20 | 0.23 | 1.00 | | | | |
| X11 | 129.89 | 26.71 | 0.83 | 0.82 | 0.71 | 0.12 | 0.24 | 1.00 | | | |
| X28 | 150.07 | 45.90 | 0.12 | 0.15 | 0.14 | 0.40 | 0.22 | .160 | 1.00 | | |
| X15 | 40.12 | 6.72 | 0.52 | 0.50 | 0.46 | 0.31 | 0.26 | 0.43 | 0.33 | 1.00 | |
| Y1 | 61.85 | 12.01 | 0.67 | 0.63 | 0.56 | 0.33 | 0.31 | 0.57 | 0.15 | 0.55 | 1.00 |

r=0.12 ($p<0.05$), r=0.15 ($p<0.01$)

Autonomy (X8), Cohessiveness (X5), Goal Focus (X1), Role Overload (X16), Responsibility for the Person (X20), Organisational Health (Y1), Occupational Role Stress (Y2), Social Support (Y3), and Overall Organisational Commitment (Y4)

**Table 2: Covariance Structure Analysis: Maximum Likelihood Estimation**

| | |
|---|---|
| Fit Function | 1.0479 |
| Goodness of Fit Index (GFI) | 0.8130 |
| GFI Adjusted for Degrees of Freedom (AGFI) | 0.6633 |
| Root Mean Square Residual (RMR) | 0.2056 |
| Parsimonious GFI (Mulaik, 1989) | 0.5646 |
| Chi-Square | 313.3143 |
| Chi-Square DF | 25 |
| Pr > Chi-Square | <.0001 |

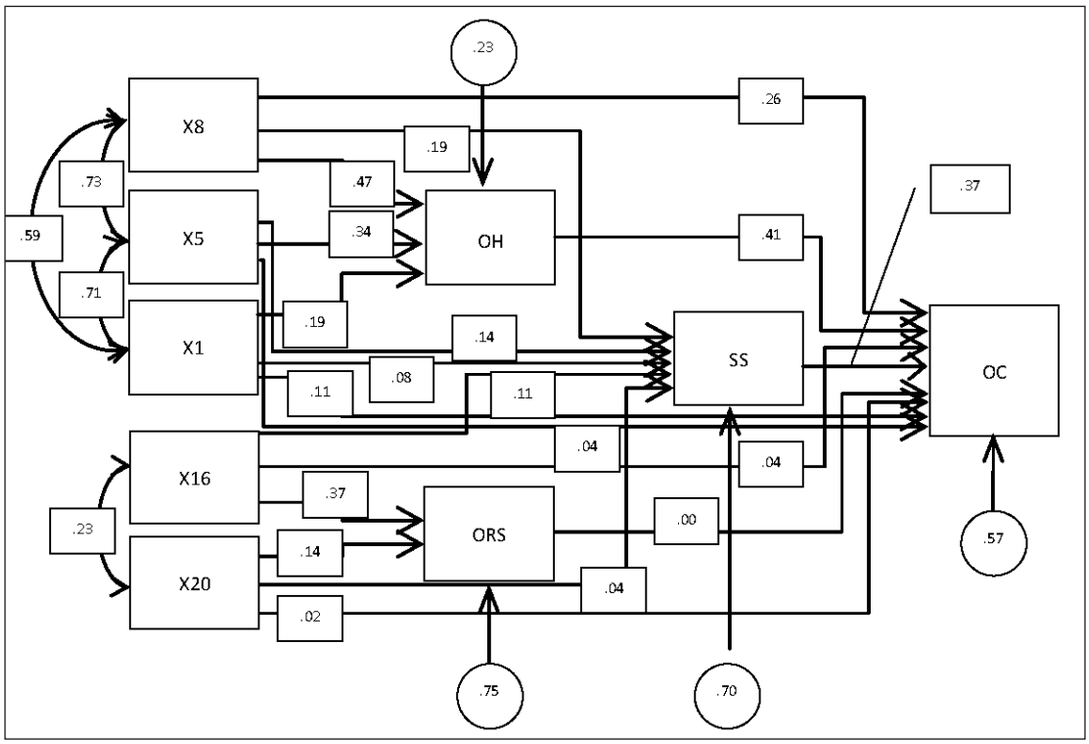
**Table 3: Direct, Indirect and Total Effects of Organisational Health, Occupational Stress and Social Support on Organisational Commitment**

| Vabs | X8 | | | X5 | | | X1 | | | X16 | | | X20 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Dir | Indir | Tot | Dir | Indir | Tot | Dir | Indir | Tot | Dir | Indir | Tot | Dir | Indir | Tot |
| X11 | .47 | 0 | .47 | .34 | 0 | .34 | .19 | 0 | .19 | 0 | 0 | 0 | 0 | 0 | 0 |
| X28 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | .37 | 0 | .37 | .14 | 0 | .14 |
| X15 | 0 | .19 | .19 | 0 | .14 | .14 | 0 | .08 | .08 | 0 | .11 | .11 | 0 | .04 | .04 |
| Y1 | 0 | .26 | .26 | 0 | .19 | .19 | 0 | .11 | .11 | 0 | .04 | .04 | 0 | .02 | .02 |

Dir: Direct; Indir: Indirect

(X8=Autonomy, X5= Cohesiveness, X1=Goal Focus, X16=Role Overload, X20= Responsibility for the Person, X11=Organisational Health, X28 = Occupational Stress, X15=Social Support, Y1=Organisational Commitment)

**Fig. 1: The Path Model for the Causal Scheme**




an idea of how well our model fits because; these values are interpreted as the percentage of variance explained in our endogenous variables accounted for by their respective exogenous variables.

Path coefficients reflect the amount of direct contribution of a given variable on another when effects of other related variables are taken into account. Path coefficients are identical to partial regression coefficients (betas) when the variables are measured in standard form. Statistical Analysis Software (SAS 9.02) was used to calculate the coefficients, direct/indirect effects, residual effects and coefficient of determination (goodness of fit model).

Now enter the path coefficients on the path diagram with effect of antecedent variable. The final path diagram along with quantitative estimates is depicted in Fig.1 and awaits evaluation.

## INTERPRETATION

The variables in the causal scheme may be studied directly for their direct and indirect effects. The direct effect of satisfaction of autonomy needs, cohessiveness, and goal focus on Organisational health were shown by path and coefficients are 0.47, 0.34 and 0.19 respectively. All the direct effects are quite large and are signficant at the probability ($p \leq 0.05$). However, direct effect of role overload and responsibility for the person on Occupational role stressshown by pathand path coefficients are as 0.37 and 0.14 respectively and signficant at the probability ($p \leq 0.05$).

The direct effect of Organisational health, Occupational role stress, and Social Support on Organisational commitment shown by path and path coefficients are as 0.41, 0.00 and 0.37 respectively. It is meaningfull to mention that there was no indirect effect of Occupational role stress on Organisational commitment. The indirect effect of satisfaction of autonomy needs, cohessiveness and goal focus, role overload, and responsibility for the person on social supportshown by path and path coefficients are as 0.19, 0.14, 0.08, 0.11 and 0.04 respectively. The indirect effect of satisfaction of autonomy needs, cohessiveness, goal focus, role overload, and responsibility for the person on organisational commitment shown by path and path coefficients are as 0.26, 0.04, 0.11, 0.04 and 0.02 respectively.At the same time, many other factors/ variables of even greater influence are clearly operating to determine the organisational commitment and are beyond the scope of the study.

**Table 4: Squared Multiple Correlations**

| Variable | | Error Var | Total Var | R-Square |
|---|---|---|---|---|
| 1 | X11 | 0.2318 | 1.00000 | 0.7682 |
| 2 | X28 | 0.7470 | 1.00000 | 0.2530 |
| 3 | X15 | 0.6993 | 1.00000 | 0.3007 |
| 4 | Y1 | 0.5739 | 1.00000 | 0.4261 |

*Organisational Health (X11), Occupational Role Stress (X28), Social Support (X15), and Overall Organisational Commitment (Y1)*

Table 4 shows the coefficient of determination and it can be seen that autonomy, cohessiveness and goal focus accounted for 0.77, which to say that 77% of the variance explained in Organisational Health by these three variables. Role overload and Responsibility for the person accounted for 0.25, which to say that 25% of the variance explained in Occupational Role Stress by these two variables. Organisational health (autonomy, cohessiveness and goal focus) and Occupational role stress (Role overload and Responsibility for the person) accounted for 0.30, which to say that 30% of the variance explained in Social support. Finally, Organisational health (autonomy, cohessiveness and goal focus), Occupational role stress (Role overload and Responsibility for the person) and Social support accounted for 0.43, which to say that 43% of the variance explained in Organisational commitment.

## CONCLUSION

Organisational health (autonomy, cohessiveness and goal focus), Occupational role stress (Role overload and Responsibility for the person) and Social support accounted for 0.43, which to say that 43% of the variance explained in Organisational commitment. The model left unexplained ($1-R^2= 0.5739$) or 57.39% of the variance in Organisational commitment. This is a satisfactory model as might be hoped in social sciences research. The 'unexplained' variation is due to the variables or measurement error not included in the model. As 'residual' path is not very large, it must not be assumed that the size of the coefficient is necessarily a measure of success in explaining the phenomenon under study. "The relevant question about the residual is not really its size at all, but whether the unobvserved variables it stands for are properly represented as being uncorrelated with the measures of antecedent variables".

While interpreting the path model, it should be taken into consideration that Structural Equation Modelling (SEM) is not a method of discovering causal laws but a procedure for giving a quantitative interpretation of an assumed causal system as it operates within a given population.

## SUGGESTIONS AND CONSIDERATIONS FOR FUTURE RESEARCH

The following issues should be noted in conducting future researches

1. The need for longitudinal studies has also been stressed in many researches on organisational commitment to show how commitment may progress or changeover time.
2. It is well known that the Indian environment does not offer abandoned andequal opportunity in all category of employment to give a meaningful interpretation to employees' commitment and turnover. Thus leaving and staying with the organisation is not necessarily a function of organisational commitment in Indian organisations. There are several other factors involvedapart from the intrinsic value or enjoyment of the work and are to be explored.
3. The present study is conducted on a nationalised bank organisation; similar studies can be done on other private and cooperative sector organisations to confirm the results.

## IMPLICATION FOR POLICY

The results of the present data can be beneficial for the organisations that how in today's ever changing business, political, social and economic environment they can ensure the commitment of the managers. The message that this research conveys is that human resource is the most important asset of any organisation. Hence all efforts must be made to maintain organisational commitment. Then only the organisations will be able to attain their goals grow and survives amidst tough competition and turbulent environment. The organisations should pay due attention towards psychologically healthy and supportive environment.

The present research is carried out on the managerial personnel hence the conclusion drawn on its basis have relevance to all the organisations, corporations, private and public sector banks. Because it is only through the committed work force the organisations will be in a position to accomplish their goals and objectives which can be instrumental in building the economy of the country. Organisations must be proactive to reduce the stress of the managers by providing them conducive work environment, effective grievance redressed mechanism and by holding stress management workshops and counselling sessions. The management must also give social support in various forms to its employees at work place. If organisation succeeds in winning over the faith of the employees then the employees will certainly be committed to their organisation.

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