

Evaluating the Effects of Job Resources and Employees' Job Involvement on Organizational Commitment with the Mediating Role of Organizational Vitality

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Abstract

Organizational commitment is defined as employees' emotional and psychological attachment to identify with the organization and is a factor for achieving organizational goals due to the extreme commitment of employees to the participation, engagement and membership in the organization in this state. Other factors such as job resources and employees' job involvement play a key role in this area as well. Meanwhile, organizational vitality mediates in the relationship between job resources and employees' job involvement with organizational commitment. Therefore, this study aimed to evaluate the effect of job resources and employees' job involvement on organizational commitment with the mediating role of organizational vitality in universities of Iran. A mixed method (qualitative and quantitative approach) was applied in the study; The results were indicative of the positive effects of job resources and employees' job involvement on organizational commitment with the mediating role of organizational vitality.

Keywords: Job Resources, Employees' Job Involvement, Organizational Vitality, Organizational Commitment

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Introduction

One of the most important sources of any organization to achieve its goals is human resources or, in other words, its employees. Nowadays, numerous organizations deal with the challenge of adapting to the new context due to the vivid growth of technology and its rapid supply to the market, the increase in competition and the availability of information, and the growing importance of ethical issues concerning employees of organizations (Lambert et al., 2015). This turmoil in today's business world necessitates the establishment of dynamic organizations that can use their abilities to improve job resources, employee's job involvement and organizational vitality to increase organizational commitment in employees. Organizational commitment is defined as the psychological and emotional attachment of employees to the organization and the key factor to achieve organizational goals. According to this concept, employees become seriously committed to the participation, engagement and membership in the organization (Imamoglu et al., 2019). Reinforcing organizational commitment in employees leads to satisfaction throughout the organization, which ultimately facilitates achieving the organizational goal of improving the society's health level (Cho et al., 2006). The presence of committed employees means less absences, delays and displacements and will significantly improve organizational performance and achieving excellent goals (Imamoglu et al., 2019). Therefore, organizational managers are required to heed to the organizational commitment of employees in order to achieve the organizational goals and develop the organization (Hosseini et al., 2024).

Employees' job involvement is a psychological concept that has drawn special attention in organizations. In general, there is a positive correlation between employees' job involvement and a positive workplace (Wang et al., 2017). In addition, job involvement is defined as a positive mental state, energy and sacrifice associated with employee employment. Employees with high job involvement have a high energy level and sufficient enthusiasm to perform their job duties (Kim et al., 2019). Job involvement of employees is one of the most important factors to increase the quality of individual and organizational results (Zang, 2014). According to Cohen (2010), job involvement of employees is a favorable property that raises their satisfaction and creates a positive work spirit (Cohen, 2010). In addition, employees with high job involvement derive self-esteem from job efficiency and consider their occupation to be complete. They are attracted to their job, challenge it, and often feel successful and competent. These employees find compatibility between their personal and organizational goals and have a lower desire toward turnover (Saks, 2006).

Moreover, employees with high job involvement have a high organizational commitment, consider turnover less than others, and are willing to work in the organization for the future years (Brown, 2007). Therefore, these individuals are more satisfied with their job and can increase organizational productivity (Lambert & Paoline, 2012). On the other hand, employees with low job involvement have less motivation and efficiency and are more likely to experience chronic stress, depression, loss of individuality, and separation from the work environment (Raymond & Mjoli, 2013). Job resources are employees' understanding of the level of employer's support that leads to their emotional attitude towards the organization (Meybodi et al., 2024). These resources can be physical, psychological, social or organizational. Therefore, job resources are the physical and psychological demands of employees seen as the employer's support (Kotze & Nel, 2020). On the other hand, job resources refer to parts of the job that reduce psychological and physiological expenses. These resources include the manager's support, job security, autonomy, and opportunities to develop and progress. Notably, job resources can be either official or unofficial. For instance, organizations can support their employees by using organizational policies (e.g., health, safety and welfare policies) and unofficial support as managerial support. Employees of an organization consider the supportive job resources as sources to be used to develop their job requirements, which ultimately increase their motivation (Bakker et al., 2011; Hammer et al., 2009).

Organizational vitality is one of the important characteristics of employees that significantly affect their personality and functional aspects (Vicenzi & Adkins, 2000). Vitality depends on the existence of feelings such as relaxation, freshness, satisfaction with life and work environment, interest in work and absence of negative emotions such as anxiety and depression (Hamilton & Schriesheim, 2001). In fact, vitality leads to physiological reinforcement, improvement of physical and psychological disorders and strengthening of physical function (Kubzansky & Thurston, 2007). In addition, vitality contributes to the increase of self-control performance and creativity of individuals (Chen & Sengupta, 2014; Muraven et al, 2008). Moreover, vitality is associated with numerous psychological consequences, including decrease of anxiety and increase of self-confidence (Kark & Carmeli, 2009). Skills of employees with organizational vitality are flourished in line with achieving organizational goals, which results in the improvement of organizational commitment in these individuals. Since employees spend most of their time in the workplace,

providing a vibrant workplaces gaurantees making the best use of the work environment (Kawabata et al., 2017).

Job resources are considered as the support of employees by the manager, which can increase organizational vitality in employees along with their job involvement. In fact, increased organizational vitality acts as a mediator and ultimately leads to improved organizational commitment in employees. Therefore, organizational vitality can act as a mediator in the relationship between job resources and employees' job involvement with their organizational commitment. The importance of the present study is due to its focus on employees in universities of Iran. Given the need for safety and hardship of their job, there is a greater need for job resources and job involvement of these employees in order to have organizational vitality, and ultimately, organizational commitment. To date, no research has been conducted to evaluate the simultaneous effect of job resources and job involvement of employees on their organizational commitment. In addition, the current research focused on the mediating role of organizational vitality, which made innovation aspects clear more than before. A limited number of studies have yielded the components of organizational vitality, job involvement, job resources, and organizational commitment through content analysis method. This is especially true for job resources, which is a novel and innovative variable and is only referred to in a limited number of articles.

Moreover, the present research was novel in terms of considering universities of Iran due to insufficient assessment of studies in this area despite the significant importance of this type of universities. Most management research has considered manufacturing industry organizations such as food, automotive, or service industries such as banks and financial institutions to examine organizational vitality and organizational commitment. With this background in mind, this study aimed to evaluate the effect of job resources and employees' job involvement on organizational commitment with the mediating role of organizational vitality in universities of Iran.

Theoretical Background

Organizational Commitment

Grimsley (2003) defines organizational commitment as “an individual’s psychological attachment to the organization” (Scales & Brown, 2020). In fact, organizational commitment is a mental state or attitude that determines the relationship between employees and the employer and decides whether the person remains in or leaves the organization (Kotze & Nel, 2020). In addition,

organizational commitment is a power in employees allowing them to act on achieving some excellent organizational goals. Organizational commitment is important to an organization's success since employees' motivation to work toward the organizational goals is a major determinant of an organization's success (Steers, 1977). Ultimately, organizational commitment could be defined as acceptance of beneficial organizational statements and policies by employees (Remeshkumar, 2019). Research on organizational commitment started by Whyte in 1956 and drew the attention of many researchers after that. Allen & Meyer (1990) defined organizational commitment as a mental state that connects employees to the organization.

Organizational commitment is defined by three components of: 1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to dedicate considerable efforts on behalf of the organization, and 3) definite desire to maintain organizational membership (Mowday et al., 1979). Given the broad classification used in the research literature, organizational commitment consists of three dimensions, namely affective, continuance, and normative commitment (Meyer & Allen, 1987). These dimensions are the organizational commitment components that determine an employee's commitment in the entire organization (Allen & Meyer, 1990). Affective commitment is the individual's emotional attachment to the organization (Meyer & Allen, 1991). Normative commitment is a feeling of obligation to the organization (Meyer et al., 2012), whereas continuance commitment is the financial impact of turnover on the individual. In brief, affective commitment is related to the desire to continue work in the organization, whereas continuance and normative commitments are related to the necessity of continuous work and commitment to remain in the organization, respectively (Imamoglu et al., 2019). According to Meyer & Allen (1987), the three dimensions of employees' organizational commitment are shown in different levels of an organization and are independent of each other (Hu et al., 2020).

Job Resources

Perception of supportive job resources leads to employees' emotional attitude toward the organization. For instance, job demands, such as overproduction goals, may affect employees' perceptions of respect for their employer, especially if employees feel a lack of formal and informal support in the workplace to achieve these goals (Liao, 2011). Experimental studies have shown that lack of feeling support from the organization leads to disappointment or pessimism in employees due to the inability to manage their job demands (Duong et al., 2015; Kotze & Nel,

2020). An official job resource, organizational respect shows the employers' trust, confidence, and ethical behavior and determines their level of value for employees. Employee care is an unofficial job resource related to employees' perception of their employer in terms of care, attention to employees' concerns and behaviors toward employees (Parker & Hyett, 2011; Kotze & Nel, 2020). Managers create a supportive and compassionate environment through expressing concern about employees' welfare, as well as valuing and helping employees to achieve occupational success (Paterson et al., 2014; Rajabipoormeiyodi et al., 2019). On the other hand, lack of attention to employees' welfare and workload will lead to lack of employees' performance success (Dollard & Bakker, 2010), which ultimately reduces the job resources that can help employees cope with their job demands (Alzyoud et al., 2015).

Both official and unofficial job resources can influence the employment rate of employees (Halbesleben, 2010) and their organizational commitment (Allen & Shanock, 2013). Therefore, managers can deal with a high job demand by increasing job resources and ensuring employees of a high welfare level (Brunetto et al., 2014). Employees will have a higher organizational commitment if they feel a sense of care and goodwill in their managers (Kehoe & Wright, 2013; Park et al., 2014). A longitudinal study on more than 500 employees, who were in their first year of employment, revealed a correlation between employees' perception of organizational support and their level of organizational commitment (Allen & Shanock, 2013). This is mainly due to the fact that employees show a higher level of organizational commitment when they realize that job resources are a sign of the organization's commitment to these individuals (Park et al., 2014).

Employees' Job Involvement

According to Maynihan & Sanjay (2007), job involvement is an aspect of work motivation and factors such as general motivational services, progress opportunities, role clarity, everyday job work and group culture influence employees' job involvement. Chen & Chiu (2009) believed that employees with higher job involvement are more efficient and autonomous, and not only they perform their job duties accurately, but also, they carry out their job in accordance with other employees' perception of their performance. Lambert & Paoline (2010) and Paoline & Lambert (2012) found a negative relationship between job involvement of employees and trading volume and job stress while reporting a positive association between job involvement and occupational satisfaction and organizational commitment (Lambert et al., 2018). Job involvement is an

inseparable part of employees' participation in their job, which increases organizational commitment and efforts made to achieve organizational goals among employees (Ineson et al., 2013; Zopiatis et al., 2014).

Organizational Vitality

Scientists have focused on vitality since ancient times. Aristotle believed that at the lowest level, ordinary people equate vitality with success and prosperity, and at the highest level, vitality comes from spirituality. One of the pioneers of research in the field of vitality, Professor Edward Diener at the University of Illinois expressed that No one can tell someone you have to be cheerful, and no set of situations could guarantee that a person with an experience of vitality would be necessarily cheerful (Shelton & Kenney, 2018). Vitality is a completely psychological feeling of well-being experienced by a person, and its characteristic is the presence of positive emotions and absence of negative emotions. While people can pretend to be vital, external observers may not have a similar judgement since vitality is completely psychological (Diener et al., 2004).

Organizational vitality in workplace is achieved when the individual uses their abilities and talents to achieve work goals. In fact, organizational vitality is measured by factors such as security, justice, interaction with coworkers, a flexible structure and positive thinking (Hendriksen et al., 2016). In terms of safety, organizational vitality includes safety at work, job security, and fair salaries and benefits. Regarding justice, managers must establish justice among employees as efficiently as possible. In terms of interaction with coworkers, organizational vitality includes a sense of empathy, intimacy and participation established in the employees of an organization. Regarding a flexible structure, employees must have autonomy in their decision-makings. Finally, positive thinking is employees' perspective toward their job and related affairs (Hendriksen et al., 2016).

Studies show that organizational vitality improves the sense of security, easy decision-making, as well as employees' satisfaction and psychological and physical health (Allen & Kiburz, 2012; Fritz et al., 2011; Hendriksen et al., 2016). In the workplace, organizational vitality is the art and skill of compatibility with unfavorable conditions and a positive attitude toward problems to make an experience. In fact, organizational vitality reduces stress and anxiety in the workplace and improves the employees' ability to reduce their work pressure and increase their flexibility (Kawabata et al., 2017). Organizational vitality in a workplace is associated with reduced costs, a

lower level of employees' absences, increased productivity and enhanced organizational performance (Kinnafeck et al., 2014). Moreover, research such as the study by Wesarat et al. (2015) demonstrated the effectiveness of organizational vitality on improved organizational commitment as a mediator.

Employees' perception of the level of their manager's support affects their attitude and behaviors.(Hosseini et al.,2021). Employees set their heart on achieving their desired goals, and will be discouraged in case of lack of achieving the results. In this context, managers' support (e.g., official and unofficial security and supportive policies) is extremely important for creating a sense of belonging in employees (Kotze & Nel, 2020). Employees will consider themselves as a part of the organization and will experience increased vitality if they perceive support from their managers (Sonnentag, 2017). The presence of a supportive manager motivates employees to be more present in the organization, thereby increasing their organizational commitment (Dung et al., 2015; Alzyoud et al., 2015; Kotze & Nel, 2020). As such, organizational commitment and the desire to continue working in the organization are improved in employees by the mediating role of organizational vitality.

Job involvement and spirituality is an experience in which employees feel internal communication and support (Moore, 2007). Employees with high job involvement have a high energy level and sufficient enthusiasm to perform their job-related duties (Lambert et al., 2016). In addition, these individuals are more committed to their jobs and make greater efforts to achieve organizational goals (Ineson et al., 2013). Furthermore, they have a lower desire toward turnover (Kuruüzüm et al., 2009). As a motivation, energy, and passion felt by employees in achieving their goals, organizational vitality leads to the job involvement's positive effect on organizational commitment (Macey & Schneider, 2008; Markos & Sridevi, 2010; Schaufeli, 2013). Employees with job involvement have a high level of power and sacrifice that leads to increased vitality among them (Mache et al., 2014; Schaufeli & Bakker, 2004; Waddell, 2015). Therefore, employees' job involvement results in their organizational vitality, the increase of which leads to the improvement of organizational commitment as a form of mediation. Therefore:

Methods and Tools

This was a fundamental research in terms of goal and a mixed-method research (qualitative and quantitative) regarding methodology. The qualitative section was carried out by content analysis,

where the information related to this research was selected and noted from 2020 aback under the supervision of experts by referring to the valid available resources on sciencedirect.com. Primary coding was carried out by the researcher after studying articles and references line-by-line, followed by independent coding of the data by some of the managerial professors. In the end, the two coding forms were compared to each other. The face, structural and content validity of the content analysis were confirmed and the reliability of the method was reported to be 0.88 based on Holsti` PAO method. Coding in content analysis was carried out in three stages of coding themes, organizational/pivotal and inclusive themes. Following that, the identified themes were used to conduct the quantitative section of the research.

The quantitative section of the research was performed by partial least squares structural equation modeling (PLS-SEM) approach following the extraction of themes by content analysis. First, a questionnaire was designed based on the results of the qualitative section and was provided to management elites, including the managers and experts in human resource management in universities of Iran`s metropolises (Tehran, Isfahan, Shiraz, Tabriz, Yazd, Mashhad). The statistical population is estimated at 761 people. According to Cochran's formula, 255 people were randomly estimated for sampling. The research questionnaire was designed in four parts; the first part included items based on job resources, whereas the second, third and fourth parts encompassed items based on employees` job involvement, organizational vitality, and organizational commitment, respectively. The approved questionnaire was distributed online with the five-point Likert scale (1- strongly disagree, 2- disagree, 3- have no opinion, 4- agree and 5- strongly agree) in April 2021. In addition, data analysis in the quantitative section was carried out using PLS. This software was used as a normal distribution is not mandatory.

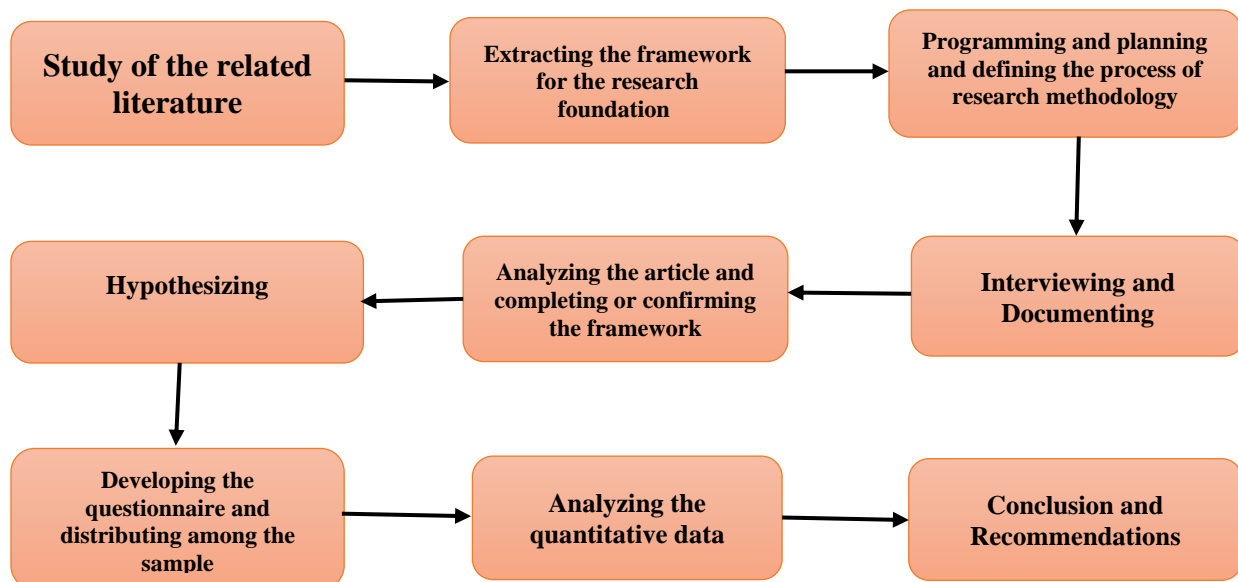


Figure 1. Research Processes

Results

Qualitative Section (Content Analysis)

Data were collected, coded and analyzed using the content analysis method by Braun & Clarke (2006). First, the scientific resources related to the research area of the present study were completely collected and studied. Afterwards, the basic themes and organizational/pivotal themes related to learners’ themes including job resources, employees’ job involvement, organizational vitality and organizational commitment were extracted by the researcher, as shown in Table 1. In the mentioned table, coding was shown to be carried out in three stages of coding basic, organizational/pivotal, and inclusive themes. As observed, the basic themes were the codes extracted from articles. Organizational/pivotal themes included the basic themes that were conceptually similar to each other presented in a more general set. However, the main variables of the present research were found in inclusive themes, the subcategory of which was pivotal themes.

Table 1. Coding in the qualitative section (content analysis)

References	Basic Themes	Organizational/Pivotal Themes	Inclusive Themes
Imamoglu et al 2019; Cho et al, 2006; Meyer & Allen, 1991; Mowday et al, 1979; Kotze & Nel, 2020; Cao et al, 2019; Kim et al, 2019; Eliyana et al, 2019; Fernandez-Mesa et al, 2019	Commitment to participation in the organization, being engaged in the organization, membership in the organization, emotional and psychological dependence, enjoying membership, a sense of belonging	Emotional commitment	Organizational commitment
Meyer et al, 2012; Imamoglu et al, 2019; Mowday et al, 1979; Kotze & Nel, 2020; Cao et al, 2019; Kim et al, 2019; Eliyana et al, 2019; Fernandez-Mesa et al, 2019	No turnover, continue working in the organization, shortage of substitute jobs, lack of benefits in other organizations	Continuous commitment	Organizational commitment

Meyer et al, 2012; Imamoglu et al, 2019; Mowday et al, 1979; Kotze & Nel, 2020; Cao et al, 2019; Kim et al, 2019; Eliyana et al, 2019; Fernandez-Mesa et al, 2019	Immorality of turnover, decrease absences, decreased delays, decreased displacements, loyalty	Normative commitment	Organizational commitment
Kehoe & Wright, 2013; Park et al, 2014; Halbesleben, 2010; Allen & Shanock, 2013; Brunetto et al, 2014; Parker & Hyett, 2011; Kotze & Nel, 2020 Paterson et al, 2014; Dollard & Bakker, 2010; Alzyoud et al, 2015; Duong et al, 2015; Liao, 2011	Organizational response, trust, ethical behaviors of managers, valuating employees by managers, health policies, safety, welfare	Official resources	Job resources
Kehoe & Wright, 2013; Park et al, 2014; Halbesleben, 2010; Allen & Shanock, 2013; Brunetto et al, 2014; Parker & Hyett, 2011; Kotze & Nel, 2020 Paterson et al, 2014; Dollard & Bakker, 2010; Alzyoud et al, 2015; Duong et al, 2015; Liao, 2011	Employee care, attention to employees' concerns, support, attention to workload of employees, managers' goodwill, job security, managers' support, autonomy, opportunities to develop and progress	Unofficial resources	Job resources
Lambert et al, 2018; Lawler & Hall 1970; Hackman & Lawler 1971; DeCarufel & Schaan 1990; Paoline & Lambert 2012	Creating motivation toward work, a high energy level, mental flexibility, internal motivation, internal joy	Job engagement	Employees' job involvement
Lambert et al, 2018; Lawler & Hall 1970; Hackman & Lawler 1971; DeCarufel & Schaan 1990; Paoline & Lambert 2012	The ability to find connection in the job, having passion about the job, feeling proud of doing something, having a challenging job	Job dedication	Employees' job involvement
Lambert et al, 2018; Lawler & Hall 1970; Hackman & Lawler 1971; DeCarufel & Schaan 1990; Paoline & Lambert 2012	Lack of perceiving the passing of time, zoning out from the surrounding environment, being engaged in the job, considering the job important	Being interested in the job	Employees' job involvement
Allen & Kiburz, 2012; Fritz et al, 2011; Hendriksen et al, 2016; Vicenzi & Adkins, 2000	Safety, proper work environment, fair salary, security	Job security	Organizational vitality
Allen & Kiburz, 2012; Fritz et al, 2011; Hendriksen et al, 2016; Vicenzi & Adkins, 2000	Distributive justice, procedural justice, interactional justice	Justice	Organizational vitality
Allen & Kiburz, 2012; Fritz et al, 2011; Hendriksen et al, 2016; Vicenzi & Adkins, 2000	Friendly relationships, empathy, intimacy, participation in decisions, control over work life	Interaction with coworkers	Organizational vitality
Allen & Kiburz, 2012; Fritz et al, 2011; Hendriksen et al, 2016; Vicenzi & Adkins, 2000	Freedom, autonomy, reduced cumbersome rules	Flexible structure	Organizational vitality
Allen & Kiburz, 2012; Fritz et al, 2011; Hendriksen et al, 2016; Vicenzi & Adkins, 2000	Effort, dynamism, freshness, positive mentality	Positive thinking	Organizational vitality

Based on the concepts inferred from the articles in the qualitative method of the research and what can be argued from the proposed theories, the conceptual model of the present research is represented in Figure 2.

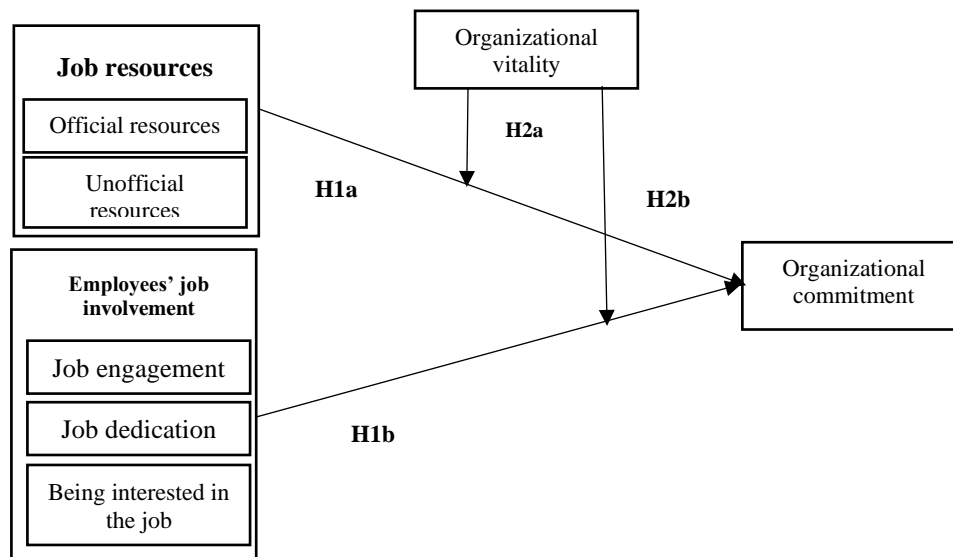


Figure 2. Conceptual Model (Source: Authors' elaboration)

The Quantitative Section (PLS3)

According to the findings of the qualitative method and the theoretical foundations, the research hypotheses in the quantitative method have been formulated as follows:

H1a: Job resources of significantly affect their Organizational commitment.

H2a: Organizational vitality significantly moderates the relationship between the Job resources and their Organizational commitment.

H1b: Employees' job involvement of significantly affect their Organizational commitment.

H2b: Organizational vitality significantly moderates the relationship between the Employees' job involvement and their Organizational commitment.

The extraction of three coding stages in the content analysis led to designing a 35-item questionnaire based on the codes identified. In addition, data analysis was performed after providing the questionnaires to the participants. In the next stage, the measurement model was assessed and partial least squares (PLS) was carried out.

Measurement Model Evaluation

In order to ensure the accuracy of the research results, the technical characteristics of the questionnaire were evaluated in two parts, i.e. validity and reliability by applying different criteria. To measure the construct validity, the structural equation modeling of convergent and divergent validity has been used. The reliability of the questionnaire was also estimated by using Cronbach's alpha coefficient and composite reliability. According to Table 1 and based on the appropriateness of these coefficients, it can be concluded that the research tool has desired validity and reliability. In order to determine the convergent validity, the Average Variance Extracted (AVE) was performed. The AVE for the variables in this change is higher than 0.5 and it indicates its high validity. Studies also show that the value of Cronbach's alpha coefficient and the composite reliability of all structures are more than the acceptable minimum, i.e. 0.7; therefore, the structures of this study are optimally reliable. Based on the results of Table 2, all indexes have appropriate validity and reliability.

Table 3. Composite Reliability, Cronbach's alpha, AVE (Source: Authors)

No.	Variables	Statements	Cronbach's alpha	rho-A	Composite Reliability	AVE	R ²	Q ²
1	Job resources	1-10	0.948	0.965	0.955	0.681	---	---
2	Employees' job involvement	11-25	0.905	0.915	0.916	0.642	---	---
3	Organizational vitality	26-30	0.860	0.852	0.806	0.556	0.696	0.561
4	Organizational commitment	31-35	0.896	0.912	0.924	0.709	0.614	0.573

In order to evaluate the convergent validity, the AVE was extracted and for divergent measurement, the root of AVE was used (Sabokro et al., 2018). As Table 3 shows, the values of the root of AVE are greater than the acceptable minimum of 0.5; therefore, research variables have divergent validity. Also, considering that the root values of the AVE are greater than the correlation of the variable with other variables. Divergent validity is acceptable if the numbers in the original diameter are higher than their lower values (Tajpour et al., 2022; Thomas, 2003) . Consequently, it can be said that the variables are valid and their divergent validity is also confirmed.

Table 4. Convergent Validity (Source: Authors)

Variables	Employees' job involvement	Job resources	Organizational commitment	Organizational vitality
Employees' job involvement	0.853			
Job resources	0.742	0.852		
Organizational commitment	0.666	0.251	0.842	
Organizational vitality	0.787	0.398	0.732	0.745

Based on the above and the results of Smart PLS 3 software output in Tables 3 and 4, the validity models (convergent and divergent) and reliability (reliability, composite reliability and Cronbach's alpha) are appropriate.

In order to investigate the fit of the model, it was evaluated at three levels of measurement, structural and general. To evaluate the fit of the structural model of the research using the partial least squares method, several criteria are applied, the first and most basic of which is the coefficients of significance coefficients or the values of t-statistic (Tajpour et al., 2020). The fit of the structural model using t-coefficients is such that these coefficients must be greater than 1.96 in order to confirm their significance at the 95% confidence level(Thomas, 2003). The results of this criterion showed that the obtained values whose critical value is more than the critical value (1.96) at the 95% confidence level have been confirmed (Figure 3).

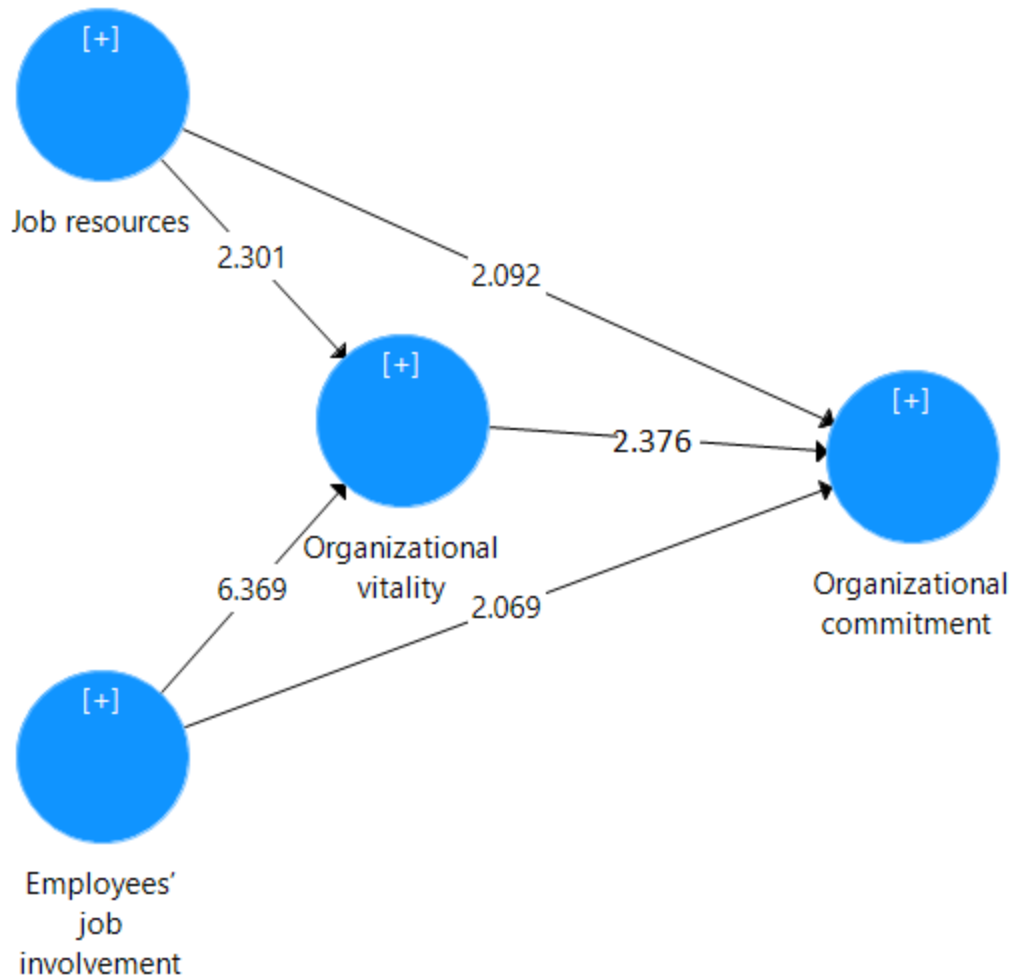


Figure 3. T values (Source: Authors)

Coefficient of determination (R^2)

The second criterion for examining the fit of a structural model in a research is the R^2 coefficients related to the hidden endogenous variables of the model. This criterion is used to examine the intensity of relationships between structures, which only applies to dependent and not independent structures. R^2 is a criterion that indicates the effect of exogenous variables on an endogenous variable and three values of 0.19, 0.33 and 0.67 are considered for weak, medium and strong values of R^2 (Tajpour et al., 2020). In this study, the criterion for organizational commitment and Organizational vitality are equal to 0.614 and 0.696, so the structural model from the perspective of this criterion has a good fit at the intermediate level. Also, the results are shown according to Figure 4.

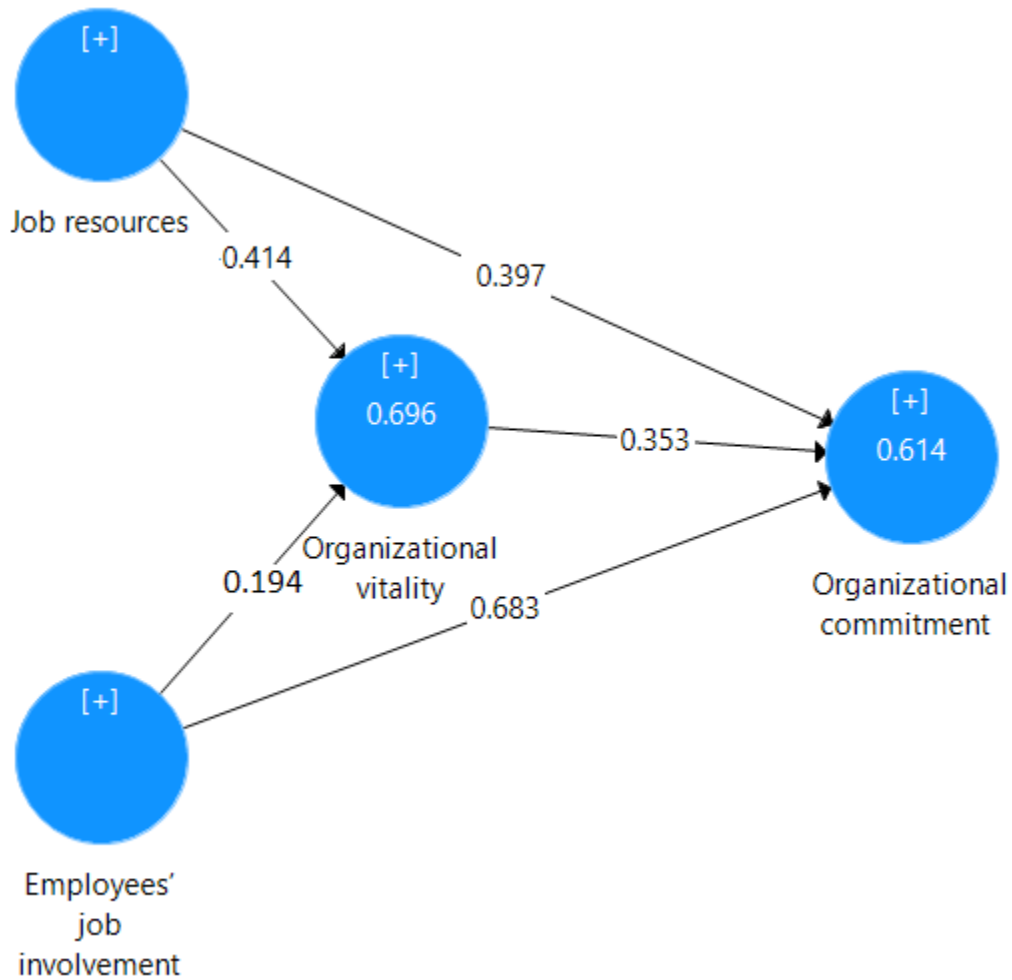


Figure 4. R Square (Source: Authors)

Predictive Relevance (Q^2)

The Q^2 criterion is calculated for all dependent structures and represents the product of the composite values of the research structures multiplied by the values of the coefficient of determination related to them. This criterion, introduced by Stone and Geiser (1975), determines the predictive power of the model in dependent variables. According to them, the models that have an acceptable structural fit should be able to predict the characteristics of the endogenous structures of the model. This means that if in a model, the relationships between structures are properly defined, the structures will be able to have a sufficient impact on each other's characteristics and thus the hypotheses are correctly confirmed. The value should be 0.2, 0.15 and 0.35 for all endogenous structures as low, medium and strong predictive power (Kline, 2015). This criterion

in the present study to achieve a organizational commitment and organizational vitality are equal to 0.573 and 0.561,; this result indicates the high appropriateness and acceptable structure of the research model.

Goodness of Fit

The general model includes both parts of the measurement and structural model, and by confirming its fit, the fit of the model is checked. Therefore, the fit of the overall model is feasible with the help of the GOF criterion. According to the obtained value of 0.868 for GOF, the overall fit of the research model is appropriate and approved. Considering the three values of 0.01, 0.25 and 0.36, which are weak, medium and strong values for GOF, the value of 0.768 for this criterion indicates a strong fit of the overall research model.

$$GOF = \sqrt{\text{average (Commonality)} \times \text{average (R}^2)}$$

Another indicator is the standardized root mean residual (SRMR). According to Bayern (1998), the value of 0.05, according to Hu and Bentler (1999), the value of 0.08 and according to Ringel (2014), the value of SRMR less than 0.10 indicate the acceptable fit of the overall model. According to Table 4, this index is also at an acceptable threshold, so it can be claimed that the current research model has a very good of fit. Normed fit index (NFI) has also been exercised to measure fit. The acceptance range of this index should be between 0 and 1 and the NFI should be greater than 0.9(Kline, 2015). As a result, as shown in Table 5, this value is equal to 0.903, which is also approved as a result of this index.

Table 5. SRMR and NFI (Source: Authors)

	SRMR	NFI
Acceptable Measures	≤0.10	≥ 0.90
Calculated Measures	0.017	0.903

In order to assess the intensity of the mediating role of knowledge sharing behaviour in the relationship between human capital and performance, the Variance Accounted For (VAF) was calculated. This value was equal to 0.549, which is considered appropriate.

$$VAF = \frac{a \times b}{a \times b + c}$$

Finally, T-test has been used to investigate the hypothetical relationships between variables. To test the main hypothesis, four sub-hypotheses have been used, which according to Table 6, the t-coefficients of the four existing relationships have been confirmed. To determine the effect of predictor variables on dependent variables, standardized factor load coefficients related to the paths of each hypothesis are examined. These coefficients indicate that changes in dependent variables are justified by independent variables up to a few percent.

Table 6. Path Relationships (Source: Authors)

Path	T-test	Influence Coefficient	Result
Job resources - Organizational commitment	2.092	0.397	Supported
Job resources - Organizational vitality - Organizational commitment	2.301	0.414	Supported
Employees' job involvement - Organizational commitment	2.069	0.683	Supported
Employees' job involvement - Organizational vitality - Organizational commitment	6.369	0.194	Supported

Conclusion and Suggestions

Human resources or employees are the most important asset of organizations. The higher the quality of this asset, the higher the commitment of employees toward the organization and the greater the success, survival, and improvement of the organization. Therefore, employees of an organization must have a sufficient level of motivation to work and remain in the organization and be committed to their job. Organizational commitment is defined as employees' mental and emotional attachment to the organization and is considered a crucial factor for achieving organizational goals. According to the concept, employees become extremely committed to participation, engagement, and membership in the organization. Meanwhile, factors such as job resources and job involvement of employees play a major role. Organizational vitality can act as a mediator in the relationship between job resources and employees' job involvement with organizational commitment. The present study had a mixed method which included a qualitative (content analysis) and quantitative (PLS-SEM) approach. The results of content analysis were obtained in three coding stages, including the coding of basic, organizational/pivotal, and inclusive themes. The primary codes were extracted from valid articles in the stage of basic theme coding. Then, the codes of the previous stage that were relatively similar to each other were classified in one category in the organizational coding stage. Finally, the pivotal codes were divided into four

main themes of organizational commitment, job resources, employees' job involvement, and organizational vitality in the stage of inclusive theme coding.

In the quantitative section, the codes identified in the organizational/pivotal and include theme stages were provided to the elites for scoring based on the Likert scale using a questionnaire. Evaluated by PLS-SEM, the results demonstrated that job resources with a path coefficient of 0.170 and job involvement with a path coefficient of 0.825 affected organizational commitment with the mediating role of organizational vitality with a path coefficient of 0.343. As such, the comparison of the path coefficients related to job resources and job involvement with the mediating role of organizational vitality revealed that job involvement had a greater impact on organizational commitment. Among the pivotal themes in job resources, official resources with a path coefficient of 0.990 had a higher impact on organizational commitment, compared to unofficial resources with a path coefficient of 0.883. Among the pivotal themes in employees' job involvement, being interested in the job with a path coefficient of 0.910 had a greater impact on organizational commitment, compared to the other themes (job engagement and dedication to work). In addition, among the pivotal themes in organizational vitality, flexible structure with a path coefficient of 0.974 played a greater mediating role in the relationship between job resources and employees' job involvement with organizational commitment, compared to other pivotal themes. Moreover, among the pivotal themes of organizational commitment, normative commitment with a path coefficient of 0.891 was more affected by job resources and employees' job involvement with the mediating role of organizational vitality, compared to the other pivotal themes (emotional and continuous commitment). Given the confirmation of H1 and H2, job resources and employees' job involvement had a positive effect on organizational commitment with the mediating role of organizational vitality. Organizational commitment is a type of internal feeling and attitude of employees toward their organization, job, or managers that extremely affects their performance and loyalty to the organization. In addition, employees' loyalty affects an organization's destiny and survival. The fierce competition between organizations in today's world, on the one hand, and the need to trust employees, on the other, make the existence of employees committed to the organization even more necessary.

Overall, employees' job involvement seemed to have a greater impact on organizational commitment with the mediating role of organizational vitality, compared to job resources. Organizational vitality increases in those who are extremely engaged in and attached to their job,

do not feel the passing of time, and zone out during their work, which ultimately increases organizational commitment. Job involvement creates a sense of motivation and interest in the job and activities of employees, thereby improving their organizational vitality. Vivacious organization and employees lead to a lack of turnover and improved organizational commitment. In addition, joy and vitality act as a mediator that increases organizational commitment. Organizational commitment will only improve through organizational vitality if employees have high job resources and job involvement. This is mainly due to the fact that organizational vitality increases job motivations in employees and improves their organizational commitment.

Consistent with our findings, Lambert & Paoline (2010), Paoline & Lambert (2012), Ineson et al. (2013), Zopiatis et al. (2014), and Lambert et al. (2018) reported that employees' job involvement had a positive effect on organizational commitment. Given the approval of this result in the present study, it could be concluded that our findings are congruent with the results obtained in the mentioned studies. Since job involvement helps employees more easily cope with the psychological and occupational needs, it plays an important role in organizational commitment (Peterson et al., 2014). Moreover, Kotze & Nel (2020), Halbesleben (2010), Brunetto et al. (2014), Park et al. (2014), Wright (2013), Allen & Shanock (2013), Doung et al. (2015), and Alzyoud et al. (2015) conducted studies to evaluate the effect of job resources on organizational commitment. In line with our findings, the results of the aforementioned studies confirmed the positive effects of job resources on organizational commitment. It is notable that employees' understanding of existing formal and informal organizational support and their ability to achieve that support affects the objective characteristics of support since employee perceptions affect cognitive assessments of the situation (Glazer, 2006). However, given a lack of research on the mediating role of organizational vitality in the relationship between job resources and job involvement with organizational commitment, there was no background for this section. We only found a study by Wesarat et al. (2015), in which organizational vitality was considered as a mediator, which is consistent with our findings.

Therefore, it is recommended that the managers of organizations, especially universities of Iran, where work hardship and job security are at a higher risk, more support their employees and create a sense of trust between themselves and the employees. Lying or neglecting the benefits and welfare of employees destroys vitality in an organization and increases employees' desire for turnover or improper fulfillment of duties and obligations. In addition, managers are obligated to

ensure the full physical and mental health of their employees by adopting necessary policies for employees' health and welfare. As such, it is suggested that the necessary tools and equipment be provided in the workplace to increase employees' job involvement. Furthermore, holding courses in psychology, education, motivation, and self-medication increases employees' job involvement and vitality. However, improvement of organizational vitality requires job security, justice, a close relationship with employees, and employees' autonomy in making work-related decisions provided by managers so that employees could have a positive mentality toward working in their workplace and a greater desire to perform their duties and commitments.

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