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### RESEARCH ARTICLE

#### A STUDY ON ORGANIZATIONAL HEALTH FACTORS OF PUBLIC SECTOR.

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#### Abstract

Organizational Health is the greater majority of lifetime has been spent in organizational environment makes the investigation of health in organization as an important consideration for researchers and business practitioners. The purpose of this study was to know the organizational health level and mean score of the each factor on organizational health. The finding of the study shows that the organizational health level comes under average and high range. So they concluded that environment accept all kinds of changes made in the welfare of organizational health.

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#### Introduction:-

According to De Smet and his colleagues (2007), conceptualizing health of organizations emerges out of a metaphor “performance and health,” which improves when cared for and deteriorates when ignored, thus signifying the importance of employees’ well-being for business profitability. In today’s global digital economy, business is more competitive than ever and employees are considered an organization’s most valuable asset. The care and nurturing of these assets is not something that can be treated lightly or taken for granted. The organization of work has been changing in response to an array of economic, technological, legal, political, and socio-cultural forces across the globe, thereby creating a complex effect on markets, on organizations and on individuals. Work. (McKinsey and company) Today is predominantly knowledge-based, offers increased responsibility, better compensation, and higher learning opportunities; the concern, however, is about the potential negative effects of these work organization changes that prompt action. Fast-paced work, continuous demand to learn and use newer technologies, and reduced people interaction are all causing significant stress on employees, placing higher demands on employees’ well-being, and in turn, on the health and efficacy of organizations. This is especially true for people working in knowledge intensive work environment today. Hindustan Unilever has implemented its longstanding Lamplighter Program with good results in numerous countries around the world. The program has great leadership support, takes innovative approaches to service delivery and has a comprehensive evaluation plan. And Unilever also continues to experiment with organizational health and productivity.

#### Review of Literature:-

**Dow Jones** focused on efforts that will improve health outcomes, realizing fully that these will then lead to the economic benefits of both reduced health costs and improved employee engagement and performance. Its efforts are felt at the individual level as well as at the operational and corporate level. Efforts for organizational health are a first step to building foundation for business success. Research shows that companies with successful Health and

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Productivity management programs are linked to improved business outcomes, including reductions in lost time, improved employee effectiveness, lower medical trends and, ultimately, superior financial returns

**Fairman and McLean:-**

Defined organizational health as “an organization’s ability to function effectively, to cope adequately, to change appropriately, and to grow from within” ten dimensions proposed by Matthew Miles (Fairman, 2011, 2014; Miles, 1965).The dimensions and definitions follow.

**Goal Focus:-**

The ability of persons, groups, or organizations to have clarity, acceptance, support, internalization, and advocacy of goals and objectives.

**Communication Adequacy:-**

The state which exists when information is relatively distortion free and travels both vertically and horizontally across the boundaries of an organization.

**Optimal Power Equalization:-**

The ability to maintain a relatively equitable distribution of influence between leaders and team members.

**Resource Utilization:-**

The ability to coordinate and maintain inputs, particularly personnel, effectively with a minimal sense of strain.

**Cohesiveness:-**

The state in which a person, group, or organization have feelings of well-being, satisfaction, and pleasure.

**Morale:-**

The state in which a person, group, or organization have feelings of well-being, satisfaction, and pleasure.

**Innovativeness:-**

The ability to be and allow others to be inventive, diverse, creative and risk-taking.

**Autonomy:-**

The state in which a person, group, or organization have the freedom to fulfill their roles and responsibilities.

**Adaptation:-**

The ability to tolerate stress and maintain stability while coping with demands of the environment.

**Need For The Study:-**

This study incorporates with the eleven factors influencing on organizational health. Leadership and employees are acting an important role of an every organization. Employees should accept all the changes of working environment. Healthy organization responds to various challenges and tends to lead a happy and productive life of their employees. Leaders are the catalysts for creating personal and meaningful connections with their employees, which is very critical for bringing about desired job and work-related attitudes from employees.

**Research Methods:-**

The study is descriptive in nature to analysis the level and frequency distribution of organizational health factors.

**Objectives of the Study:-**

To know the organizational health level of the employees of public sector.

**Sample design:-** the employees from the public sector are considered as the sample population

**Sample size:-** The sample size is 937 respondents

**Sampling Technique:-** Stratified sampling in probability sampling.

**Tools for Data Collection:-** The data is collected from the employees of Public sectors through questionnaires.

**Tools for Data Analysis:-**

1. Mean and S.D of organizational health factors
2. Level test and Frequency Distribution of organizational health

**Results and Discussion:-**

**Reliability Measures:-**

The reliability of overall organizational health was computed by using SPSS software. Cronbach’s alpha reliability coefficient was computed to calculate reliability of all items in the questionnaire. The reliability of the questionnaire was found to be 0.899.

**Table 1:-** Shows that of Mean and Standard Deviation on Organizational Health Dimensions

	<b>ORGANIZATIONAL HEALTH DIMENSIONS</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
1.	Organizational adaptiveness	937	3.75	0.492
2.	Organizational excellence	937	3.52	0.634
3.	Considerate leadership	937	3.22	1.076
4.	Problem solving adequacy	937	3.74	0.904
5.	Conflict resolving management	937	3.19	1.082
6.	Innovativeness	937	2.81	0.957
7.	Morale	937	2.98	0.875
8.	Communication adequacy	937	3.56	0.865
9.	Goal focus	937	3.20	1.078
10.	Resource utilization	937	3.22	1.074
11.	Initiation and outgoingness	937	4.04	0.876

The above Table 1 reveals that the results of mean and standard deviation scores with respect to each dimensions on organizational health. When considering the variables on organizational health. The mean value is calculated based upon the dimensions. First to considering the variables of organizational adaptiveness, consist of average mean score value 3.75 and S.D 0.49. Followed by the organizational excellence contains average mean score value 3.52 and S.D 0.634, while considering the considerate leadership having average mean score value 3.22 and S.D 1.076, further to know the variable of problem solving adequacy shows that 3.74 and S.D 0.904, to analyze the conflict resolving management consist of 3.19 and S.D 1.082, to predict the result of innovativeness and morale having minimum average mean score that is 2.81 and 2.98, to considering the communication adequacy consist the average mean score value 3.56 and S.D 0.865, To know the goal focuses consist the mean score value 3.20 and S.D 1.078, obtaining the result resource utilization consist the mean score value 3.22 and S.D 1.074 and finally to display the result of initiation and outgoingness contains high mean score value 4.04 and S.D 0.876 comparatively others dimensions of organizational health .

The mean and S.D of each variables on organizational health dimension categorized to the below variables grouped under the mean score values are high, average and minimum mean score. While considered the variables respect to organizational adaptiveness, organizational excellence, considerate leadership, problem solving adequacy, conflict resolving management, communication adequacy, goal focuses and resource utilization having maximum average mean scores values. Followed by the variables of innovativeness and morale exhibited that minimum mean value. Finally high score mean value consist of initiation and outgoingness.

**Table 2:-**Shows that Organizational Health Level of the Respondents:-

<b>LOWEST</b> 20%	<b>LOW</b> 20%	<b>AVERAGE</b> 20%	<b>HIGH</b> 20%	<b>HIGHEST</b> 20%	
←————→	←————→	←————→	←———→	←————→	
226	269	311	353	396	438

SCORE

**Table 3:-**Shows that Frequency Distribution of Organizational Health Level.

<b>RANGE</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
<b>Lowest</b>	49	5.2
<b>low</b>	196	20.9
<b>average</b>	322	34.4
<b>high</b>	267	28.5
<b>highest</b>	103	11.0
<b>Total</b>	<b>937</b>	<b>100.0</b>

The above table 2 and 3 reveals that the results of organizational health level of the respondents respect to overall organizational health. The levels split in five ranges each range carry 20%. The ranges categorized in highest, high, average, low, lowest. Total 937 respondents out of 103 (11%) of the respondent comes under highest level of organizational health. Followed by 267 (28.5%) of the respondent comes under high level. to considered the range of average leads to 322(34.4%) of the respondent. Compare to low and lowest ranges leads to 196 and 49 (20.9% and 5.2%) of the respondent.

### **Conclusion:-**

The level table shows that average and high range of organizational health leads to positive effects of these work organization changes that prompt action. The organizational health factors of mean score come under average of the factors to adapt the changes in the environment. The organization health has been changing in response to an array of economic, technological, legal, political, and socio-cultural forces across the globe, thereby creating a complex effect on organizations and individuals. Work today is predominantly knowledge-based, offers increased responsibility, better compensation, and higher learning opportunities of the concern, and however, it is to enhance the growth of the organization is the mission of the entire people working in the organization. So the level table clearly shows that employees are try to adapt the changes of the environment. That is the reason the organization sustains the market and quality towards their products.

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