

**A STUDY OF ORGANIZATIONAL HEALTH  
WITH REFERENCE TO JOB SATISFACTION  
AND ORGANIZATIONAL EFFECTIVENESS**



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**SUMMARY**

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# **SUMMARY**

## **ORGANIZATIONAL HEALTH**

In the new millennium the environment of today's organizations has changed a great deal. A variety of driving forces provoked this change to take place. Increasing telecommunications has "shrunk" the world substantially. Increasing diversity of workers has brought in a wide array of differing values, perspectives and expectations among workers. Public consciousness has become much more sensitive and demanding that organizations be more socially responsible. Much of the third world countries have joined the global marketplace, creating a wider arena for sales and services. Organizations become responsible not only to stockholders but to a wider community of "stakeholders".

'Organizational Health' is the latest buzzword in business circles. This involves corporate culture, commitment, ethics, employee morale and organizational stress. In healthy organization managers find committed and loyal employees' with high morale. In other words, healthy organizations are those, where people like to come to work and are proud to be a part of a healthy organization is a context in which people invest themselves and blossom.

The catalyst in the process of making the organization healthy is the Human Resource Department. The role of the HR Department thus becomes more crucial than ever; it has become a strategic business partner today. 'Organizational Health' cannot be achieved unless all dimensions: employees, management, stakeholders, customers and environment are given equal importance. HR is the only department that interlinks all these functions.

Further, Organizational Effectiveness is the key to ensure the survival, growth and sustainability of organization. It enables people to use their creativity,

energy and resources for the issues that really matter to the organization thus leading to achieving organizational and employee goals. Organizations thus, have responsibility to provide employees with jobs that are challenging and rewarding and ultimately leading to Job Satisfaction and increasing Organizational Commitment.

Organizational Health – It is an organizational ability to function effectively to cope adequately to change approximately, and to grow from within. Organizational health like personal health may vary from a minimal to a maximum level.

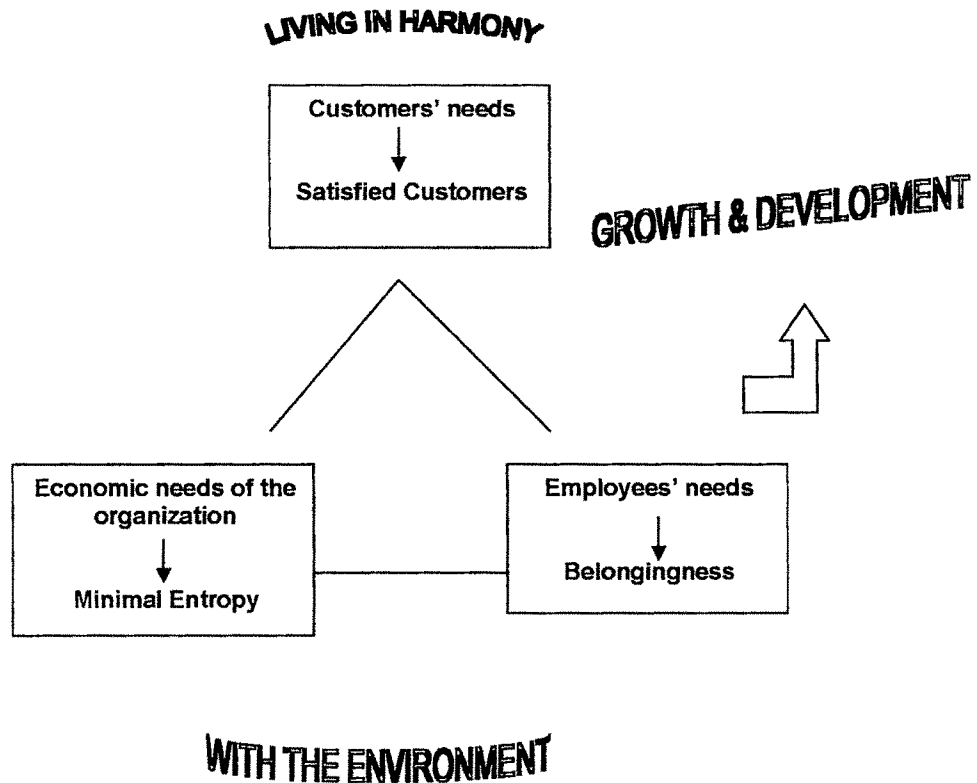
“Organizational Health is the ability to cope with event which has negative impact whether occurring inside and / or outside the organization; as well as one which is able to exploit opportunities sufficiently fast in such a way that diversion from pursuing the purposes of the organization and / or dissatisfaction of stakeholders is not persistent and recurrent.”

## **ORGANIZATIONAL HEALTH IS A HOLISTIC CONDITION**

An organization can be considered healthy if the following statements can characterize its functionality.

- A healthy organization satisfies customer needs by providing great value for the customer and thus earns legitimacy for its existence and the ability to maintain itself as a going concern via the continuous stream of revenues.
- A healthy organization satisfies the needs of its members by creating an environment where members develop and believe that they matter, and so they can fulfill their individual objectives while they realize the objectives of the organization
- A healthy organization satisfies economic requirements (financial benchmarks such as profitability imposed mainly by market and regulators) by using resources most efficiently and effectively in its pursuit of objectives.

- A healthy organization maintains a balance between the above three fundamental objectives by developing a structure and culture which encourage considering them simultaneously when making decisions.
- A healthy organization grows and develops over time, increasing its reach and/or ability to handle complex situations.
- A healthy organization lives in harmony with its environment.



(Source: 'The Joyful Organization' by Nandkarni, Lovey and Erdelyi; 2003)

An ideal one which fulfills the following criteria:

1. Satisfies the needs of its members (employees)
2. Satisfies the economic requirements of the organization
3. Satisfies its customers
4. Balances the above 3 fundamental objectives (I, II and III)
5. Grows and Develops over time
6. Lives in harmony with its environment

- ✦ *Decision Paralysis*
- ✦ *Sub-Optimizing*
- ✦ *Self-Centered Leadership*
- ✦ *Short Sightedness*
- ✦ *Long Sightedness*
- ✦ *Risk Avoidance*

**THE FOURTH HEALTH CRITERION:** Satisfying the Needs of its Customers:

- ✦ *Insufficient Value for Customers*

**THE FIFTH HEALTH CRITERION:** Growth and Development:

- ✦ *Stagnation*
- ✦ *Tunnel Vision*

**THE SIXTH HEALTH CRITERION.** Living in Harmony with the Environment.

- ✦ *Aggressive Approach to the Environment*
- ✦ *Insufficient Interaction with the Environment*

## **EN ROUTE TO ORGANIZATIONAL HEALTH**

While embarking on the Organizational Health journey, an organization must:

- ◆ **Establish** a clear vision of where it wants to be in the future.
- ◆ **Recognize** the weaknesses and strengths it has across each of the four aspects.
- ◆ **Identify** the mechanisms used when facing a crisis that place the organization into a fire fighting state and undermine any strategic vision it may hold.
- ◆ **Confront** its traditional approaches for dealing with the uncertainty, confusion and fear of its people
- ◆ **Accept** that leadership is responsible for the values, beliefs, rituals and behaviours of the organization.
- ◆ **Prepare** to change, leadership first.

## **JOYFUL ORGANIZATION**

Joy, here is the function of organizational health and leadership. It is clear the healthy organizations within a healthy society satisfy all sorts of human needs of their members as well as their needs of the customers and the organization. Health is a basic precondition for joy. If a person is not healthy, then he/she is preoccupied with that dysfunction and is not able to experience joy. Joy translates into an inner experience that simply contributed to feeling alive that makes life worthwhile. Experiencing joy directly leads to great efficiency, as well as the feeling of liberty and self-fulfillment.

Organizational Health can be inferred to as a state where an organization has achieved the three fundamental objectives of customer needs, employee needs and economic needs of the organization in a balanced way over time.

## **JOB SATISFACTION AND ORGANIZATIONAL HEALTH**

Job Satisfaction is one of the methods used by organization for either measuring employee attitude or opinions for obtaining some impressions of them. It seems that work situations which people find most satisfying are almost invariably those, which provide opportunity for achievement, interesting and challenging work, genuine responsibility and scope for the individual advancement and growth.

Job Satisfaction leads to higher productivity reducing absenteeism, turnover and more profit. Job Satisfaction is an imperial factor contributing to a better performance of the worker which has implications on the quality of work.

Thus, it can be concluded that Job Satisfaction directly leads to "satisfying the needs of the members (employees)" of the organization; which is one of the health criteria. Whereas, it is indirectly related to another "health" criteria; i.e. "satisfying the economic needs" of the organization.

## **ORGANIZATIONAL EFFECTIVENESS AND ORGANIZATIONAL HEALTH**

An organization which satisfies its financial needs, employee needs and customer needs, at the same time is concerned about its growth and development and is sensitive towards the changes in the environment is considered as "Healthy"

Organizational Effectiveness is reflected in how well the organization is equipped to handle its survival function through successful coping and its growth in future adaptive strategies. In other words, Organizational Effectiveness is related to achieving its objectives, maintaining itself internally and adapting to external environment

The dimensions and components of Organizational Effectiveness focus on few of the Organizational Health criteria i.e. "satisfying the needs of its members (employees)", "growth and development" and "living in harmony with the environment".

It can be thus summarized that Organizational Effectiveness adds value to the organization by encouraging its members to draw from the best of what is happening in their organization and contribute towards achieving the overall health of the organization

## **ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL HEALTH**

In light of the new environment that includes downsizing, telecommunicating, mergers and acquisitions and globalization, Organizational Commitment has surfaced a very important topic of study of research.

According to the Management factors responsible for Organizational Commitment; organization in which employees perceive that they are treated with respect and consideration and that their organization is highly concerned with quality and customer service, there employees are more committed towards the organization. Leadership and organization values also play an important role in developing Organizational Commitment. This factor coincides with the Organizational Health parameters of satisfying the needs of its members (employees) and of its customers.

Managers need to establish the type of caring, spirited work place that will ignite employee commitment and finally add to the element of "Joy" in the organization.

Organizations are not mere bricks, machineries or inventories. They are people. It is people who staff and manage organization. After all it is individuals who make an organization. The destiny of an organization is decided by the direction in which it goes and the purposes of its deeds. And individual are behind these purposes and actions. The value addition and committed an organization is in its action, so would be its long term sustainability. Therefore, the contribution of individuals, group and teams towards the organization in the term of effectiveness of an organization must result in betterment of services to customers in the form of high quality products supplied at reasonable costs. Hence, the contribution of individual, groups and teams towards the organization in the term of effectiveness is an important aspect of study.

Most of the organizations are facing the problems like retaining the employees and low productivity; it becomes very important to study the various factors which offer the Organizational Effectiveness as well as increases motivation and morale of the employees. Organization should foster commitment from individuals to the success of the company through a quality orientation in their performance and that of the whole organization. They should create conditions in which innovation, team working and total quality can flourish.

Organization should encourage willingness to operate flexibility in the interest of the adaptive organization and pursuit of excellence. The fact that satisfied employees can contribute more productively to the organizations development. Organizational Effectiveness adds value to organization by encouraging leaders to draw from the best of what is happening in their organization to generate momentum for change. Organizational Commitment enhances performance and Organizational Effectiveness. It is important for organization to know the fact that satisfied and committed employees can contribute more productively to the organization's development. Hence, it is important for organization to know the linkages between Organizational Effectiveness, Job Satisfaction and Organizational Commitment, so that a healthy organization can be created where employees feel the presence of element of "Joy".

## **RESEARCH METHODOLOGY**

Recent changes in the global business environment have radically increased the demands which businesses have to fulfill to stay in the competitive race. The quest for achieving excellence through people in the future continues... after all it is the individuals who make or mar an organization. The destiny of an organization is decided by the direction in which it goes and the purpose of its deeds. And individuals are behind these purposes and actions. It is the quality of the individuals (employees) which is a matter of concern for organizations. Organizations look for committed, effective, efficient and value oriented people. It is these people who can deliver the results and create profits for the organization.

If employees give in their 100%, they demand the same from employers. Any organization to meet the challenges of the 21st century has to meet both the organizational goals as well as individual goals. Hence the contribution of individuals, groups and teams towards the organization in terms of effectiveness is important which can only be brought about by satisfied and committed employees.

Along with achieving organizational and individual goals, it is equally important that organizations are able to not only accept and adapt to changing environment, but at the same time forecast the changes. They have to think about the customers and their demands, for organization exist primarily because of customers, so to meet the customer needs is an equally important issue for organization.

There is much that can be done to help employees and management create environments that are not only free of disruptive, hostile, depressing influences, stress and dissatisfaction; but where employees feel valued, respected and empowered to be more creative and productive. Also there

exists a strong sense of purpose, efficiency, creativity, mastery and pride that characterize the atmosphere.

Organizations should recognize corporate initiatives that positively influence employee health and well-being. Such an organization would lead to Job Satisfaction of employees and achieve Organizational Effectiveness as well as employee effectiveness.

The present study will help the researcher to gain insight into areas of Organizational Health, Job Satisfaction and Organizational Effectiveness.

### **SIGNIFICANCE OF THE STUDY IN SOCIAL WORK PROFESSION**

Practice of Social Work in industry is an age-old phenomenon. Social Workers working in industries have been part and parcel of the growth and development of the industrial sector. Social Workers in industries have been performing various roles; such as creating a healthy working environment, such as designing and implementing training programme, building effective teamwork, developing corporate policy, working on company – community partnership; apart from fulfilling the traditional role of a Welfare Officer.

All the problems pertaining to employees, the overall health of the organization, their Job Satisfaction, Organizational Effectiveness and Organizational Commitment are undertaken by the Social Work profession. Social Work as a professional discipline has evolved five methods of working with people namely: Social Case-work, Social Group work, Community Organization, Social work research and Social work administration. These methods can be used to work with employees at an individual, group and at a community level.

Organizations are primarily made of human beings who have their own needs and problems which have no clear cut defined solutions. The basic innate

philosophy of Social Work is that individuals are unique and that dignity of every individual has to be respected. This is the human side of employees. Hence, there is lot of scope for Social Workers in Industry handling Employee Relations, Personnel and Human Resource Management functions.

## **SCOPE OF THE STUDY**

Organizations are social systems which have twin objectives: to achieve organizational objectives and individual goals. Management plays a significant role in fulfilling these two objectives. It is a well known fact that people are not merely a resource for an organization, but also a crucial reason the organization exists in the first place. It is a basic requirement of 'Organizational Health' that organizations satisfy the needs of its employees. This is not the least in conflict with being profitable.

A healthy organization is a context in which people invest themselves and blossom. Thus the role of 'Organizational Health' and that of the HR department to achieve the same is becoming increasingly important to organization's these days. This requires motivation and commitment, good decision making ability, effective and efficient interpersonal relationship, sense of responsibility, along with general management skills.

The present academic inquiry on 'A study of Organizational Health with reference to Job Satisfaction and Organizational Effectiveness', explores variables like age, education, experience, income and their relationship with Organizational Health, Job Satisfaction and Organizational Effectiveness. The present study will be helpful in understanding association of Organizational Health and Job Satisfaction and Organizational Health and Organizational Effectiveness.

## **OBJECTIVES OF THE PRESENT STUDY**

1. To study the state of health of the organization as perceived by employees with reference to 21 Organizational Diseases.
2. To study the Job Satisfaction level of employees.
3. To measure Organizational Effectiveness.
4. To study the commitment level of employees.
5. To study association between Organizational Health and Job Satisfaction.
6. To study association between Organizational Health and Organizational Effectiveness parameters.
7. To study association between Organizational Health and Organizational Commitment.

## **HYPOTHESIS OF THE PRESENT STUDY**

- ❖ Organizational Health and Job Satisfaction will have strong association.
- ❖ Organizational Health and Organizational Effectiveness of the employee will be positively correlated.
- ❖ Organizational Health and Organizational Commitment will be positively correlated.
- ❖ Level and extent of Organizational Diseases will vary in the three types of organizations i.e. Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

## **STUDY DESIGN**

The study design is descriptive correlational; since it aims to find out the type and level of organizational diseases prevailing in the three sectors i.e. Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries of Gujarat. It also aims at finding out whether there is any

correlation of Organizational Health with other variables i.e. Job Satisfaction, Organizational Effectiveness and Organizational Commitment. It tries to measure to what extent the Organizational Health and other variables co-vary.

## **OPERATIONAL DEFINITIONS OF THE CONCEPT USED IN THE STUDY**

### **Organizational Health**

In the present study, Organizational Health refers to that organization which satisfies the needs of its employees, economic requirements of its organization, its customers, grows and develops over time and lives in harmony with its environment.

### **Organizational Effectiveness**

Organizational Effectiveness in this study refers to the eight identified dimensions; i.e. consensus, legitimization, need for independence, self-control, job involvement, innovation, organizational commitment, organizational attachment and job satisfaction.

### **Job Satisfaction**

Job Satisfaction is set of favourable or unfavourable feelings and emotions with which employees view their work. Job satisfaction is an effective attitude – a feeling or relative likes or dislikes. The present study focuses on the nine areas of Job Satisfaction.

### **Organizational Commitment**

It is an attitude reflecting employee's loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being.

## **UNIVERSE**

The universe of the study comprised of employees from Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries of Gujarat State.

## **CRITERIA FOR SAMPLING**

For the purpose of selecting organizations for the study, following criteria were used:-

- ❖ Nature of organization i.e. Engineering, Chemical / Pharmaceutical or Others (Textile, Glass, Seat, etc.) industries.
- ❖ Organizations situated in different geographical locations of Gujarat.
- ❖ Organizations having 500 or more employees.
- ❖ All those organizations willing to respond.

## **SAMPLING METHOD**

Simple Random Sampling Method is used for data collection.

## **SAMPLE SIZE**

Sample consists of 248 middle level management employees; of which 78 belong to Engineering industries; 113 belong to Chemical / Pharmaceutical industries and 57 belong to Other (Textile, Glass, Seat, etc.) industries.

## **RESEARCH SETTING**

Research Setting comprised of 28 Chemicals, Engineering and Other Private and Public Limited companies of Gujarat State

## **TOOLS FOR DATA COLLECTION**

### **1. ORGANIZATIONAL HEALTH ASSESSMENT TOOL:**

Nandkarni, Lovely and others have researched on Organizational Health areas and explored 21 Organizational Diseases in the different organizations and they also probed the science and symptoms of diseases and its causative factors. Based on this, the researcher has made best efforts in consultation with the experts to describe the symptoms of Organizational Diseases in terms of statements. The Organizational Health tool was pre-tested with 25 respondents and necessary modifications were made.

An organization is referred to as a healthy organization when it has absence of 21 organizational diseases; which are as follows:

1. Alienation
2. Customer Exploitation
3. Servility
4. Pampering
5. Negligence of financial matters
6. Money-Mania
7. Organizational Paranoia
8. Workaholism
9. Insensitivity to problems
10. Bureaucracy
11. Decision Paralysis
12. Sub-Optimizing
13. Self-Centered Leadership
14. Short Sightedness
15. Long Sightedness
16. Risk Avoidance
17. Insufficient Value for Customers
18. Stagnation
19. Tunnel Vision
20. Aggressive Approach to Environment
21. Insufficient Interaction with the Environment

## **TREATMENT OF DATA**

The data collected have been analyzed using -

- Simple percentage analysis
- Chi-square
- T-test

The analyzed data are presented in the form of tables and graphs.

## **REFERENCE PERIOD**

The duration of data collection was from 1st July to 31st October 2004.

## **PRESENTATION OF STUDY**

Chapter I – Introduction

Chapter II – Review of Literature

Chapter III – Research Methodology

Chapter IV – Research Setting

Chapter V – Data Analysis and Interpretation

Chapter VI – Findings and Conclusions

Chapter VII – Suggestions and Action Plan

# FINDINGS AND CONCLUSIONS

## ORGANIZATIONAL HEALTH PARAMETERS

Relatively higher number of respondents have perceived 'high' on 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Servility', 'Bureaucracy', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Risk Avoidance', 'Money Mania' and 'Tunnel Vision'.

## ORGANIZATIONAL EFFECTIVENESS PARAMETERS

Relatively higher number of respondents have perceived 'Consensus', 'Legitimization', 'Job Involvement', 'Innovation' and 'Organizational Attachment'.

## ORGANIZATIONAL HEALTH PARAMETERS AND BACKGROUND INFORMATION OF RESPONDENTS

### PART A: ORGANIZATIONAL HEALTH PARAMETERS AND AGE OF RESPONDENTS

- ***In the group of below 42 years of age:***

*Engineering sector:* Relatively higher percentage of respondents experienced at 'high' level on 'Insufficient Value for Customers' and 'Customer Exploitation'.

*Chemical / Pharmaceutical sector* Relatively higher percentage of respondents experienced 'high' level on 'Alienation', 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Servility', 'Bureaucracy', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short

Sightedness', 'Long Sightedness', 'Risk Avoidance', 'Negligence of Financial Matters', 'Money Mania', 'Insensitivity to Problems', 'Stagnation', 'Tunnel Vision', 'Insufficient Interaction with Environment', 'Aggressive Approach to Environment'.

- ***In the group of above 42 years of age:***

Chemical / Pharmaceutical sector: Relatively higher percentage of respondents perceived 'high' level on 'Alienation', 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Insufficient Value for Customers', 'Customer Exploitation', 'Servility', 'Bureaucracy', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Long Sightedness', 'Risk Avoidance', 'Negligence of Financial Matters', 'Money Mania', 'Insensitivity to Problems', 'Stagnation', 'Tunnel Vision', 'Aggressive Approach to Environment' and 'Insufficient Interaction with Environment',

## **PART B: ORGANIZATIONAL HEALTH PARAMETERS AND EDUCATIONAL BACKGROUND OF RESPONDENTS**

- ***In the group of graduates:***

Chemical / Pharmaceutical sector: Relatively higher percentage of respondents experienced 'high' level on 'Alienation', 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Insufficient Value for Customers', 'Customer Exploitation', 'Servility', 'Bureaucracy', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Long Sightedness', 'Risk Avoidance', 'Negligence of Financial Matters', 'Money Mania', 'Insensitivity to Problems', 'Stagnation', 'Tunnel Vision', 'Aggressive Approach to Environment' and 'Insufficient Interaction with Environment',

- ***In the group of post graduates:***

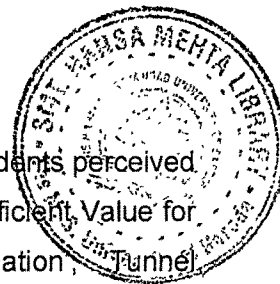
*Engineering sector:* Relatively higher percentage of respondents perceived 'high' level on 'Alienation', 'Organizational Paranoia', 'Insufficient Value for Customers', 'Negligence of Financial Matters', 'Stagnation', 'Tunnel Vision', 'Aggressive Approach to Environment' and 'Insufficient Interaction with Environment'.

*Chemical / Pharmaceutical sector:* Relatively higher percentage of respondents perceived 'high' level on 'Pampering', 'Workaholism', 'Customer Exploitation', 'Servility', 'Bureaucracy', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Long Sightedness', 'Risk Avoidance', 'Money Mania', 'Insensitivity to Problems' and 'Tunnel Vision'.

### **PART C: ORGANIZATIONAL HEALTH PARAMETERS AND DESIGNATION OF RESPONDENTS**

- ***In the group of officers and assistant managers:***

*Chemical / Pharmaceutical sector:* Relatively higher percentage of respondents experienced 'high' level on 'Alienation', 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Insufficient Value for Customers', 'Customer Exploitation', 'Servility', 'Bureaucracy', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Long Sightedness', 'Risk Avoidance', 'Negligence of Financial Matters', 'Money Mania', 'Insensitivity to Problems', 'Stagnation', 'Tunnel Vision', 'Aggressive Approach to Environment' and 'Insufficient Interaction with Environment',



- ***In the group of managers and above:***

*Engineering sector:* Relatively higher percentage of respondents perceived 'high' level on 'Insufficient Value for Customers', 'Customer Exploitation' and 'Insufficient Interaction with Environment'.

Chemical / Pharmaceutical sector: Relatively higher percentage of respondents experienced 'high' level on 'Alienation', 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Servility', 'Bureaucracy', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Long Sightedness', 'Risk Avoidance', 'Negligence of Financial Matters', 'Money Mania', 'Insensitivity to Problems', 'Stagnation', 'Tunnel Vision' and 'Aggressive Approach to Environment'.

#### **PART D: ORGANIZATIONAL HEALTH PARAMETERS AND EXPERIENCE OF RESPONDENTS**

- ***In the group of less than 17 years of experience:***

*Engineering sector:* Relatively higher percentage of respondents experienced 'high' level on 'Insufficient Value for Customers'.

*Chemical / Pharmaceutical sector:* Relatively higher percentage of respondents experienced 'high' level on 'Alienation', 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Customer Exploitation', 'Servility', 'Bureaucracy', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Long Sightedness', 'Risk Avoidance', 'Negligence of Financial Matters', 'Money Mania', 'Insensitivity to Problems', 'Stagnation', 'Tunnel Vision', 'Aggressive Approach to Environment' and 'Insufficient Interaction with Environment',

- ***In the group of more than 17 years of experience:***

*Chemical / Pharmaceutical sector:* Relatively higher percentage of respondents experienced 'high' level on 'Alienation', 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Insufficient Value for Customers', 'Customer Exploitation', 'Servility', 'Bureaucracy', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Long Sightedness', 'Risk Avoidance', 'Negligence of Financial Matters', 'Money Mania', 'Insensitivity to Problems', 'Stagnation', 'Tunnel Vision', 'Aggressive Approach to Environment' and 'Insufficient Interaction with Environment',

## **PART E: ORGANIZATIONAL HEALTH PARAMETERS AND INCOME OF RESPONDENTS**

- In the group of less than 3 lakhs annual income:***

*Chemical / Pharmaceutical sector:* Relatively higher percentage of respondents experienced 'high' level on 'Alienation', 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Insufficient Value for Customers', 'Customer Exploitation', 'Servility', 'Bureaucracy', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Long Sightedness', 'Risk Avoidance', 'Negligence of Financial Matters', 'Money Mania', 'Insensitivity to Problems', 'Stagnation', 'Tunnel Vision', 'Aggressive Approach to Environment' and 'Insufficient Interaction with Environment',

- In the group of more than 3 lakhs annual income:***

*Engineering sector:* Relatively higher percentage of respondents experienced 'high' level on 'Insufficient Value for Customers', 'Negligence of Financial Matters', 'Stagnation' and 'Insufficient Interaction with Environment'.

*Chemical / Pharmaceutical sector.* Relatively higher percentage of respondents experienced 'high' level on 'Alienation', 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Customer Exploitation', 'Servility', 'Bureaucracy', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Long Sightedness', 'Risk Avoidance', 'Money Mania', 'Insensitivity to Problems', 'Tunnel Vision' and 'Aggressive Approach to Environment'.

## **ORGANIZATIONAL HEALTH PARAMETERS WITH JOB SATISFACTION, ORGANIZATIONAL EFFECTIVENESS AND ORGANIZATIONAL COMMITMENT**

### **PART A: ENGINEERING INDUSTRIES**

#### **Organizational Health Parameters and Job Satisfaction**

- 45 respondents have perceived 'Alienation' as well Job Satisfaction at 'high' level.
- 50 respondents have experienced 'Pampering' and Job Satisfaction at 'high' level.
- 52 respondents have perceived 'Organizational Paranoia' and Job Satisfaction at 'high' level
- 53 respondents have experienced 'Workaholism' and Job Satisfaction at 'high' level.
- 55 respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Job Satisfaction.
- 57 respondents have perceived 'high' on 'Customer Exploitation' and Job Satisfaction.
- 54 respondents have experienced 'high' on 'Servility' and Job Satisfaction
- 55 respondents have perceived 'Bureaucracy' and Job Satisfaction at 'high' level.
- 42 respondents have experienced at 'high' level on 'Decision Paralysis' and Job Satisfaction

- 53 respondents have perceived at 'high' level on 'Sub-Optimizing' and Job Satisfaction.
- 50 respondents have experienced at 'high' level on 'Self Centered Leadership' and Job Satisfaction.
- 57 respondents have perceived 'Short Sightedness' and Job Satisfaction to be at 'high' level.
- 52 respondents have experienced 'Long Sightedness' and Job Satisfaction at 'high' level.
- 54 respondents have perceived at 'high' level on 'Risk Avoidance' and Job Satisfaction.
- 60 respondents have experienced 'Negligence of Financial Matters' and Job Satisfaction at 'high' level.
- 56 respondents have perceived at 'high' level on 'Money Mania' and Job Satisfaction.
- 53 respondents have experienced 'Insensitivity to Problems' and Job Satisfaction at 'high' level and 2 respondents have perceived it at 'low' level.
- 53 respondents have perceived at 'high' level on 'Stagnation' and Job Satisfaction.
- 59 respondents have experienced 'Tunnel Vision' and Job Satisfaction at 'high' level.
- 46 respondents have perceived 'Aggressive Approach to Environment' and Job Satisfaction at 'high' level.
- 46 respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Job Satisfaction.

#### **Organizational Health Parameters and Organizational Effectiveness**

- 43 respondents have perceived 'Alienation' as well Organizational Effectiveness at 'high' level.
- 49 respondents have experienced 'Pampering' and Organizational Effectiveness at 'high' level.

- 51 respondents have perceived 'Organizational Paranoia' and Organizational Effectiveness at 'high' level.
- 50 respondents have experienced 'Workaholism' and Organizational Effectiveness at 'high' level.
- 53 respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Effectiveness.
- 55 respondents have perceived 'high' on 'Customer Exploitation' and Organizational Effectiveness.
- 51 respondents have experienced 'high' on 'Servility' and Organizational Effectiveness.
- 52 respondents have perceived 'Bureaucracy' and Organizational Effectiveness at 'high' level.
- 42 respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Effectiveness.
- 50 respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Effectiveness.
- 49 respondents have experienced at 'high' level on 'Self Centered Leadership' and Organizational Effectiveness.
- 55 respondents have perceived 'Short Sightedness' and Organizational Effectiveness to be at 'high' level.
- 52 respondents have experienced 'Long Sightedness' and Organizational Effectiveness at 'high' level.
- 53 respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Effectiveness
- 59 respondents have experienced 'Negligence of Financial Matters' and Organizational Effectiveness at 'high' level.
- 56 respondents have perceived at 'high' level on 'Money Mania' and Organizational Effectiveness.
- 50 respondents have experienced 'Insensitivity to Problems' and Organizational Effectiveness at 'high' level.
- 52 respondents have perceived at 'high' level on 'Stagnation' and Organizational Effectiveness.

- 57 respondents have experienced 'Tunnel Vision' and Organizational Effectiveness at 'high' level.
- 44 respondents have perceived 'Aggressive Approach to Environment' and Organizational Effectiveness at 'high' level.
- 45 respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Effectiveness.

#### **Organizational Health Parameters and Organizational Commitment**

- 45 respondents have perceived 'Alienation' as well Organizational Commitment at 'high' level.
- 52 respondents have experienced 'Pampering' and Organizational Commitment at 'high' level
- 54 respondents have perceived 'Organizational Paranoia' and Organizational Commitment at 'high' level
- 53 respondents have experienced 'Workaholism' and Organizational Commitment at 'high' level.
- 55 respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Commitment.
- 57 respondents have perceived 'high' on 'Customer Exploitation' and Organizational Commitment.
- 54 respondents have experienced 'high' on 'Servility' and Organizational Commitment.
- 55 respondents have perceived 'Bureaucracy' and Organizational Commitment at 'high' level.
- 44 respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Commitment.
- 53 respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Commitment.
- 52 respondents have experienced at 'high' level on 'Self Centered Leadership' and Organizational Commitment.
- 58 respondents have perceived 'Short Sightedness' and Organizational Commitment to be at 'high' level.

- 54 respondents have experienced 'Long Sightedness' and Organizational Commitment at 'high' level.
- 56 respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Commitment
- 62 respondents have experienced 'Negligence of Financial Matters' and Organizational Commitment at 'high' level.
- 58 respondents have perceived at 'high' level on 'Money Mania' and Organizational Commitment
- 53 respondents have experienced 'Insensitivity to Problems' and Organizational Commitment at 'high' level.
- 55 respondents have perceived at 'high' level on 'Stagnation' and Organizational Commitment.
- 59 respondents have experienced 'Tunnel Vision' and Organizational Commitment at 'high' level.
- 47 respondents have perceived 'Aggressive Approach to Environment' and Organizational Commitment at 'high' level.
- 48 respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Commitment.

## **PART B: CHEMICAL / PHARMACEUTICAL INDUSTRIES**

### **Organizational Health Parameters and Job Satisfaction**

- 56 respondents have perceived 'Alienation' as well Job Satisfaction at 'high' level.
- 90 respondents have experienced 'Pampering' and Job Satisfaction at 'high' level.
- 82 respondents have perceived 'Organizational Paranoia' and Job Satisfaction at 'high' level.
- 92 respondents have experienced 'Workaholism' and Job Satisfaction at 'high' level.
- 58 respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Job Satisfaction.

- 60 respondents have perceived 'high' on 'Customer Exploitation' and Job Satisfaction.
- 92 respondents have experienced 'high' on 'Servility' and Job Satisfaction.
- 99 respondents have perceived 'Bureaucracy' and Job Satisfaction at 'high' level.
- 84 respondents have experienced at 'high' level on 'Decision Paralysis' and Job Satisfaction.
- 84 respondents have perceived at 'high' level on 'Sub-Optimizing' and Job Satisfaction.
- 89 respondents have experienced at 'high' level on 'Self Centered Leadership' and Job Satisfaction.
- 94 respondents have perceived 'Short Sightedness' and Job Satisfaction to be at 'high' level.
- 97 respondents have experienced 'Long Sightedness' and Job Satisfaction at 'high' level.
- 98 respondents have perceived at 'high' level on 'Risk Avoidance' and Job Satisfaction.
- 78 respondents have experienced 'Negligence of Financial Matters' and Job Satisfaction at 'high' level.
- 101 respondents have perceived at 'high' level on 'Money Mania' and Job Satisfaction.
- 70 respondents have experienced 'Insensitivity to Problems' and Job Satisfaction at 'high' level.
- 62 respondents have perceived at 'high' level on 'Stagnation' and Job Satisfaction.
- 88 respondents have experienced 'Tunnel Vision' and Job Satisfaction at 'high' level.
- 70 respondents have perceived 'Aggressive Approach to Environment' and Job Satisfaction at 'high' level.
- 59 respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Job Satisfaction.

### **Organizational Health Parameters and Organizational Effectiveness**

- 60 respondents have perceived 'Alienation' as well Organizational Effectiveness at 'high' level.
- 96 respondents have experienced 'Pampering' and Organizational Effectiveness at 'high' level.
- 87 respondents have perceived 'Organizational Paranoia' and Organizational Effectiveness at 'high' level
- 98 respondents have experienced 'Workaholism' and Organizational Effectiveness at 'high' level.
- 61 respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Effectiveness.
- 65 respondents have perceived 'high' on 'Customer Exploitation' and Organizational Effectiveness.
- 97 respondents have experienced 'high' on 'Servility' and Organizational Effectiveness.
- 105 respondents have perceived 'Bureaucracy' and Organizational Effectiveness at 'high' level.
- 88 respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Effectiveness.
- 89 respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Effectiveness
- 93 respondents have experienced at 'high' level on 'Self Centered Leadership' and Organizational Effectiveness.
- 99 respondents have perceived 'Short Sightedness' and Organizational Effectiveness to be at 'high' level.
- 102 respondents have experienced 'Long Sightedness' and Organizational Effectiveness at 'high' level.
- 102 respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Effectiveness
- 82 respondents have experienced 'Negligence of Financial Matters' and Organizational Effectiveness at 'high' level.

- 106 respondents have perceived at 'high' level on 'Money Mania' and Organizational Effectiveness.
- 74 respondents have experienced 'Insensitivity to Problems' and Organizational Effectiveness at 'high' level.
- 65 respondents have perceived at 'high' level on 'Stagnation' and Organizational Effectiveness.
- 93 respondents have experienced 'Tunnel Vision' and Organizational Effectiveness at 'high' level.
- 74 respondents have perceived 'Aggressive Approach to Environment' and Organizational Effectiveness at 'high' level.
- 63 respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Effectiveness.

#### **Organizational Health Parameters and Organizational Commitment**

- 61 respondents have perceived 'Alienation' as well Organizational Commitment at 'high' level.
- 95 respondents have experienced 'Pampering' and Organizational Commitment at 'high' level.
- 87 respondents have perceived 'Organizational Paranoia' and Organizational Commitment at 'high' level.
- 97 respondents have experienced 'Workaholism' and Organizational Commitment at 'high' level.
- 61 respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Commitment.
- 65 respondents have perceived 'high' on 'Customer Exploitation' and Organizational Commitment.
- 97 respondents have experienced 'high' on 'Servility' and Organizational Commitment.
- 104 respondents have perceived 'Bureaucracy' and Organizational Commitment at 'high' level.
- 88 respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Commitment.

- 89 respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Commitment.
- 93 respondents have experienced at 'high' level on 'Self Centered Leadership' and Organizational Commitment.
- 99 respondents have perceived 'Short Sightedness' and Organizational Commitment to be at 'high' level.
- 102 respondents have experienced 'Long Sightedness' and Organizational Commitment at 'high' level.
- 102 respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Commitment
- 83 respondents have experienced 'Negligence of Financial Matters' and Organizational Commitment at 'high' level.
- 106 respondents have perceived at 'high' level on 'Money Mania' and Organizational Commitment.
- 74 respondents have experienced 'Insensitivity to Problems' and Organizational Commitment at 'high' level.
- 65 respondents have perceived at 'high' level on 'Stagnation' and Organizational Commitment.
- 93 respondents have experienced 'Tunnel Vision' and Organizational Commitment at 'high' level.
- 74 respondents have perceived 'Aggressive Approach to Environment' and Organizational Commitment at 'high' level.
- 64 respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Commitment.

## **PART C: OTHER (TEXTILE, GLASS, SEAT, ETC.) INDUSTRIES**

### **Organizational Health Parameters and Job Satisfaction**

- 27 respondents have perceived 'Alienation' as well Job Satisfaction at 'high' level.
- 33 respondents have experienced 'Pampering' and Job Satisfaction at 'high' level.

- 32 respondents have perceived 'Organizational Paranoia' and Job Satisfaction at 'high' level.
- 31 respondents have experienced 'Workaholism' and Job Satisfaction at 'high' level.
- 27 respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Job Satisfaction.
- 28 respondents have perceived 'high' on 'Customer Exploitation' and Job Satisfaction.
- 23 respondents have experienced 'high' on 'Servility' and Job Satisfaction.
- 27 respondents have perceived 'Bureaucracy' and Job Satisfaction at 'high' level.
- 21 respondents have experienced at 'high' level on 'Decision Paralysis' and Job Satisfaction.
- 28 respondents have perceived at 'high' level on 'Sub-Optimizing' and Job Satisfaction.
- 27 respondents have experienced at 'high' level on 'Self Centered Leadership' and Job Satisfaction
- 23 respondents have perceived 'Short Sightedness' and Job Satisfaction to be at 'high' level.
- 23 respondents have experienced 'Long Sightedness' and Job Satisfaction at 'high' level.
- 23 respondents have perceived at 'high' level on 'Risk Avoidance' and Job Satisfaction.
- 34 respondents have experienced 'Negligence of Financial Matters' and Job Satisfaction at 'high' level.
- 19 respondents have perceived at 'high' level on 'Money Mania' and Job Satisfaction.
- 29 respondents have experienced 'Insensitivity to Problems' and Job Satisfaction at 'high' level and 2 respondents have perceived it at 'low' level.
- 26 respondents have perceived at 'high' level on 'Stagnation' and Job Satisfaction.

- 21 respondents have experienced 'Tunnel Vision' and Job Satisfaction at 'high' level.
- 32 respondents have perceived 'Aggressive Approach to Environment' and Job Satisfaction at 'high' level.
- 14 respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Job Satisfaction.

#### **Organizational Health Parameters and Organizational Effectiveness**

- 32 respondents have perceived 'Alienation' as well Organizational Effectiveness at 'high' level.
- 37 respondents have experienced 'Pampering' and Organizational Effectiveness at 'high' level.
- 38 respondents have perceived 'Organizational Paranoia' and Organizational Effectiveness at 'high' level.
- 36 respondents have experienced 'Workaholism' and Organizational Effectiveness at 'high' level.
- 31 respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Effectiveness.
- 33 respondents have perceived 'high' on 'Customer Exploitation' and Organizational Effectiveness.
- 28 respondents have experienced 'high' on 'Servility' and Organizational Effectiveness.
- 33 respondents have perceived 'Bureaucracy' and Organizational Effectiveness at 'high' level
- 26 respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Effectiveness.
- 33 respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Effectiveness.
- 32 respondents have experienced at 'high' level on 'Self-Centered Leadership' and Organizational Effectiveness.
- 28 respondents have perceived 'Short Sightedness' and Organizational Effectiveness to be at 'high' level.

- 28 respondents have experienced 'Long Sightedness' and Organizational Effectiveness at 'high' level.
- 28 respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Effectiveness
- 38 respondents have experienced 'Negligence of Financial Matters' and Organizational Effectiveness at 'high' level.
- 25 respondents have perceived at 'high' level on 'Money Mania' and Organizational Effectiveness.
- 32 respondents have experienced 'Insensitivity to Problems' and Organizational Effectiveness at 'high' level.
- 30 respondents have perceived at 'high' level on 'Stagnation' and Organizational Effectiveness.
- 26 respondents have experienced 'Tunnel Vision' and Organizational Effectiveness at 'high' level.
- 34 respondents have perceived 'Aggressive Approach to Environment' and Organizational Effectiveness at 'high' level.
- 18 respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Effectiveness.

#### **Organizational Health Parameters and Organizational Commitment**

- 32 respondents have perceived 'Alienation' as well Organizational Commitment at 'high' level.
- 38 respondents have experienced 'Pampering' and Organizational Commitment at 'high' level.
- 38 respondents have perceived 'Organizational Paranoia' and Organizational Commitment at 'high' level.
- 36 respondents have experienced 'Workaholism' and Organizational Commitment at 'high' level.
- 32 respondents have experienced 'high' level on 'Insufficient Value for Customers' as well as on Organizational Commitment.
- 33 respondents have perceived 'high' on 'Customer Exploitation' and Organizational Commitment.

- 29 respondents have experienced 'high' on 'Servility' and Organizational Commitment.
- 33 respondents have perceived 'Bureaucracy' and Organizational Commitment at 'high' level.
- 27 respondents have experienced at 'high' level on 'Decision Paralysis' and Organizational Commitment.
- 34 respondents have perceived at 'high' level on 'Sub-Optimizing' and Organizational Commitment.
- 33 respondents have experienced at 'high' level on 'Self-Centered Leadership' and Organizational Commitment.
- 29 respondents have perceived 'Short Sightedness' and Organizational Commitment to be at 'high' level
- 29 respondents have experienced 'Long Sightedness' and Organizational Commitment at 'high' level.
- 29 respondents have perceived at 'high' level on 'Risk Avoidance' and Organizational Commitment
- 39 respondents have experienced 'Negligence of Financial Matters' and Organizational Commitment at 'high' level.
- 25 respondents have perceived at 'high' level on 'Money Mania' and Organizational Commitment.
- 33 respondents have experienced 'Insensitivity to Problems' and Organizational Commitment at 'high' level.
- 31 respondents have perceived at 'high' level on 'Stagnation' and Organizational Commitment.
- 27 respondents have experienced 'Tunnel Vision' and Organizational Commitment at 'high' level.
- 35 respondents have perceived 'Aggressive Approach to Environment' and Organizational Commitment at 'high' level.
- 19 respondents have experienced at 'high' level on 'Insufficient Interaction with Environment' and Organizational Commitment

## **T-TEST WITH RESPECT TO THE SIX ORGANIZATIONAL HEALTH CRITERIA**

- There is a significant difference between the higher ratings with respect to Organizational Health criteria - 'Balancing the fundamental objective of the organization'; in Engineering and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is greater than 't' tabulated value)
- There is a significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its organizations'; in Engineering and Chemical / Pharmaceutical industries. (As 't' calculated value is greater than 't' tabulated value)
- There is a significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its organizations'; in Engineering and Other (Textile, Glass, Seat, etc.) industries. (As 't' calculated value is greater than 't' tabulated value)
- There is a significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its organizations'; in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) organizations. (As 't' calculated value is greater than 't' tabulated value)

## **CONCLUSIONS**

### **Organizational Health Parameters and Background Information of Respondents**

#### **Part A: Organizational Health Parameters and Age of Respondents**

- There is strong association between 'Pampering', 'Workaholism', 'Insufficient Value for Customers', 'Customer Exploitation', 'Decision Paralysis', 'Self Centered Leadership', 'Short Sightedness', 'Risk Avoidance', 'Insufficient Interaction with Environment' and age of respondents. (As chi-square value is significant)

#### **Part B: Organizational Health Parameters and Educational Background of Respondents**

- There is strong association between 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Insufficient Value for Customers', 'Customer Exploitation', 'Sub-Optimizing', 'Self Centered Leadership', 'Insensitivity to Problems', 'Stagnation', 'Insufficient Interaction with Environment' and educational background of respondents. (As chi-square value is significant)

#### **Part C: Organizational Health Parameters and Designation of Respondents**

- There is strong association between 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Insufficient Value for Customers', 'Customer Exploitation', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Insensitivity to Problems', 'Stagnation', 'Insufficient Interaction with Environment' and designation of respondents (As chi-square value is significant)

**Part D: Organizational Health Parameters and Experience of Respondents**

- There is strong association between 'Workaholism', 'Customer Exploitation', 'Decision Paralysis', 'Self Centered Leadership', 'Short Sightedness', 'Risk Avoidance', 'Tunnel Vision', 'Insufficient Interaction with Environment' and experience of respondents. (As chi-square value is significant)

**Part E: Organizational Health Parameters and Annual Income of Respondents**

- There is strong association between 'Pampering', 'Organizational Paranoia', 'Workaholism', 'Insufficient Value for Customers', 'Customer Exploitation', 'Decision Paralysis', 'Sub-Optimizing', 'Self Centered Leadership', 'Short Sightedness', 'Risk Avoidance', 'Insensitivity to Problems', 'Aggressive Approach to Environment', 'Insufficient Interaction with Environment' and income of respondents. (As chi-square value is significant)

**ORGANIZATIONAL HEALTH PARAMETERS WITH JOB SATISFACTION, ORGANIZATIONAL EFFECTIVENESS AND ORGANIZATIONAL COMMITMENT**

**ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS: ENGINEERING INDUSTRIES**

- There is strong association between 'Decision Paralysis' and Organizational Effectiveness. (As chi-square value is significant)

### **ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL EFFECTIVENESS: CHEMICAL / PHARMACEUTICAL INDUSTRIES**

- There is strong association between 'Money Mania' and Organizational Effectiveness. (As chi-square value is significant)

### **ORGANIZATIONAL HEALTH PARAMETERS AND ORGANIZATIONAL COMMITMENT: CHEMICAL / PHARMACEUTICAL INDUSTRIES**

- There is strong association between 'Money Mania' and Organizational Commitment. (As chi-square value is significant).

### **ORGANIZATIONAL HEALTH PARAMETERS AND JOB SATISFACTION: OTHER (TEXTILE, GLASS, SEAT, ETC. INDUSTRIES)**

- There is strong association between 'Servility', 'Decision Paralysis', 'Short Sightedness', 'Long Sightedness', 'Money Mania', 'Tunnel Vision', 'Insufficient Interaction with the Environment' and Job Satisfaction. (As chi-square value is significant).

### **T-TEST WITH RESPECT TO THE SIX ORGANIZATIONAL HEALTH CRITERIA**

- There is a significant difference between the higher ratings with respect to Organizational Health criteria - 'Balancing the fundamental objective of the organization'; in Engineering and Other (Textile, Glass, Seat, etc.) industries.
- There is a significant difference between the higher ratings with respect to Organizational Health criteria - 'Satisfying the economic needs of its organizations'; in Engineering and Chemical / Pharmaceutical industries; Engineering and Other (Textile, Glass, Seat, etc.) industries and in Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc.) industries.

## SUGGESTIONS

The word 'health' stems from the Indo-European root word 'Kailo' meaning whole, intact and uninjured. A holistic and healthy organizational perspective thus includes:

- ❖ Relationships within the organization.
- ❖ Relationships between the organization and the larger community.
- ❖ Organizational parts, projects, products, processes, culture and climate.

The concept of 'Organizational Health' provides a useful way to examine the current organizational situation and serves as a metaphorical lens to improve our vision. It brings the fuzzy into focus and helps reveal aspects that are normally obscured or overshadowed by daily routines and crisis, uncovering opportunities for improvement.

While creating a healthy organization is not currently on the "urgent" agenda, many organizations find it a way to approach problems and solutions in a holistic and a creative manner.

Organizational Health is a serious issue. With terms like "stress-related-illness" and "burnout" becoming household words, organizations are increasingly looking for ways to keep their workforce happy, healthy and productive.

However, organizations have to start to realize that all of this suffering is killing its health and well-being. Not only that, but they are finding that its actually counter-productive to the bottom-line results so sought after in this time of change and downsizing. What organizations need to do is to look at what characteristics it should possess that would make it healthy in the true sense of the term. In a healthy organization:

- ❖ Objectives are widely shared by the members and there is a strong and consistent flow of energy towards those objectives

- ❖ People feel free to signal their awareness of difficulties because they expect the problems to be dealt with and they are optimistic that they can be solved. (Relatively higher percentage of respondents of Engineering sector have perceived 'Insensitivity to Problems' at a 'high' level.)
- ❖ Problem-solving is highly pragmatic. In attacking problems, people work informally and are not preoccupied with status, territory, or second-guessing "what higher management will think." The boss is frequently challenged. A great deal of nonconforming behaviour is tolerated.
- ❖ The points of decision-making are determined by such factors as ability, sense of responsibility, availability of information, work load, timing and requirements for professional and management development. Organizational level as such is not considered a factor. (Relatively higher percentage of respondents from Chemical / Pharmaceutical sector have experienced 'Decision Paralysis' at a 'high' level.)
- ❖ There is a noticeable sense of team play in planning, in performance and in discipline – in short, a sharing of responsibility.
- ❖ The judgment of people lower down in the organization is respected.
- ❖ Collaboration is freely entered into. People readily request the help of others and are willing to give in turn. Ways of helping one another are highly developed. Individuals and groups compete with one another, but they do so fairly and in the direction of a shared goal.
- ❖ When there is a crisis, the people quickly band together in work until the crisis departs.
- ❖ Conflicts are considered important to decision-making and personal growth. They are dealt with effectively, in the open, people say what they want and expect others to do the same.
- ❖ There is a great deal of on-the-job learning based on a willingness to give and seek advice. People see themselves and others as capable of significant personal development and growth.
- ❖ Relationships are honest. People do care about one another and do not feel alone.
- ❖ Leadership is flexible, shifting in style and person to suit the situation.

- ❖ There is a high degree to trust among people and a sense of freedom and mutual responsibility. People generally know what is important to the organization and what isn't. (Presence of 'Organizational Paranoia' is perceived relatively by higher percentage of respondents of Chemical / Pharmaceutical industries followed by Engineering industries.)
- ❖ Risk is accepted as a condition of growth and change.
- ❖ Poor performance is confronted and a joint resolution is sought.
- ❖ Organization structure, procedures and policies are fashioned to help people get the job done and to protect the long-term health of the organization, not to give each bureaucrat his due. They are also readily changed.
- ❖ The organization itself adapts swiftly to opportunities or other changes in its marketplace because every pair of eyes is watching and every head is anticipating the future. (Relatively higher percentage of respondents of Engineering sector have experienced 'Insufficient Interaction with Environment' at a 'high' level.)
- ❖ Healthy organizations embrace change as a natural and continuous process and exhibit a fluid response to change. They are characterized by a climate of learning, curiosity, a sense of community and shared meaning, utilization of collective intelligence and strong, trusting relationships and empathically honest communication.

# ACTION PLAN

Every organization has certain beliefs with respect to Vision, Organization, Work, Teamwork, Customers, Employees and Private Life; Nandkarni (2003) and others have also mentioned about this in their book on 'The Joyful Organization'. Here the researcher has described these beliefs which exist in the organization and suggests certain actions which the organization should adapt in order to become a "healthy" organization.

DESCRIPTION	BELIEF	ACTION
Vision	Develop a vision which is strategic enough to address direction and pinpoints the most important objectives to reach.	In different forums which exist in the organization, members from all levels should discuss the vision, building their ideas into it.
Organization	Organizations have to thrive continuously to operate in the most efficient way possible with the optimum use of resources.	Organizations should continuously monitor its processes and re-evaluate it. People should be trained and empowered to improve the efficiency of operations within their reach.
Work	Work is a natural part of life. Work should be enjoyable.	Working conditions should be designed in such a manner that they minimize difficulties. More interesting and challenging work should be provided.
Teamwork	People can achieve more, provided they work in teams. Organizational learning can also flourish where people are working in teams.	Work should be organized in teams. Training should be provided to ensure the efficiency of teamwork, delegation and empowerment.

<b>Customers</b>	Customers are partners. Organization should understand their needs and should do their best to provide the best quality at the lowest possible price.	Organization should keep close contact and frequent interactions with the customers using many forums. Moreover, it should actively utilize customer's knowledge and input in all activities of the organization from product design to distribution.
<b>Employees</b>	People are assets to the organization. Employees have their own objective of Personal Growth, which should be encouraged and facilitated as much as possible	Various training programmes on topics related to Personal Growth and Development should be organized at regular intervals for all employees.
<b>Private Life</b>	People are first of all human beings. Besides work, they have other roles as well. A balance is important between professional and private life.	People should be encouraged to use their vacation times and work only during working hours. Moreover, family members should be invited to events to spend time together in organizational surroundings.

Apart from this, 'Well-being' of employees should be regularly assessed. Sum of employees' well-being further leads to organizational well-being. The researcher has presented the areas like Work Pressures, Job Satisfaction, Trust, Relationship and Attitude to assess the 'well-being' of employees.

#### **Work Pressures:**

Work Pressures include whether the compensation received is adequate or not, employees due to their work feel liked and valued by people at work, home and community at large. The resources to perform a particular job are adequate and whether they participate in decision-making pertaining to their work areas.

**Job Satisfaction:**

It includes the satisfaction that the employee derives from his or her job in terms of job security, time management, flexibility at work and the relationship with various groups and sub-groups in the organization.

**Trust:**

It refers to trust amongst the employees, interdepartmental and intradepartmental trust, and also intraorganizational trust. Whether the employee respects his or her colleagues.

**Relationship:**

It means whether there is honesty in all relations, employee socializes easily and can tell people that he / she cares about them

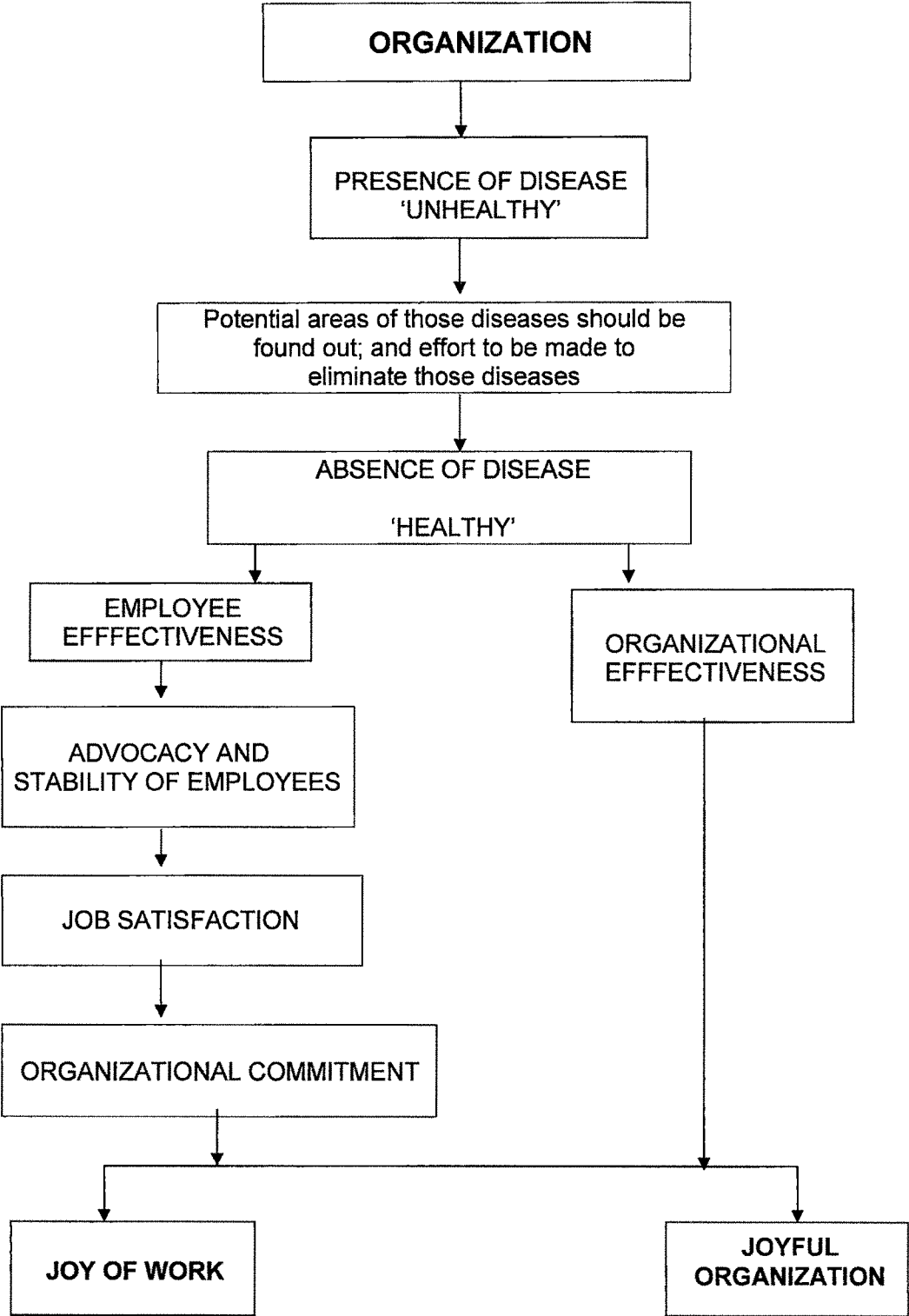
**Attitude:**

Employee is not disheartened on receiving criticisms and believes that a person should try to do one's best.

Based on the above assessment, intervention strategies could be worked out.

**MODEL OF ORGANIZATIONAL HEALTH**

The researcher has worked out the model of 'Organizational Health' which is depicted below:



The presence of any of the 21 organizational diseases makes an organization 'unhealthy'. Efforts should be made to eliminate the organizational diseases. Right kind of leadership and training programmes for employee development and motivation can help eliminate the diseases. An organization can then move on the path of being 'healthy'. In a 'healthy' organization; effectiveness would be achieved and goals would be realized. Employees would advocate others to join their organization. Unless it is must; employees would not leave the organization. At the same time employees would achieve Job Satisfaction and Organizational Commitment would be fostered. It is this organization where employees experience 'Joy' from work and in turn the organization becomes a 'Joyful Organization'.