



**FACTORS DETERMINING
ORGANIZATIONAL HEALTH
PERFORMANCE AND
AN IMPLEMENTATION**

Murat Bay

Full Length Research

Factors determining organizational health performance and an implementation

Murat Bay

Karamanoglu Mehmetbey University, Management Department, Karaman. Tel. +90.534.6661111; Fax.: +90.0.338.2262024; E-mail: veyselltemel@gmail.com

Accepted 15th April, 2016

Organizational health living in harmony with the environment represents the organizations developing sustainable success and transformation capabilities. The quality of the organizational climate is the most important issue in organizational health. Organizational effectiveness by ensuring the health and safety of employees and organizational health are intended to bring about the desired level. In this study, a holding company in the production of various field surveys used in Karaman and in senior leadership positions of the 100 staff have been made in Istanbul. The level of success of these factors after the analysis of organizational health-related factors were investigated.

Key words: Organizational health, organizational climate, factor analysis

INTRODUCTION

Feelings of the people, their attitudes and behavior quality has a major impact in terms of organizational health. Organizational health and organizational burnout are interrelated concepts. Hoy and Feldman (1987) has identified seven factors for organizational health. These include: enterprise integration, responsible leadership, respect, team factors, morale, supply effects and academic activities. Altun (2001) has also identified five factors as a result of his work in Turkey. These include: Organizational leadership; determine what the purpose, planning, using resources effectively has control and vision-enhancing properties. Organizational integration; protect against the devastating effects that provide communication between people, society and the needs of the organization has a compensation feature. Organizational identity; It has features including feelings of support staff in the air and organization. Organizational products; provides resources, improved the quality of resources by integrating situational factors and resources and has a healthy product development properties. Environmental integration; covering internal and external interactions, it has the features to meet the needs of the environment and the organization (Sabanci, 2009). Health organizations, to successfully adapt to its environment in an organization, to create cooperation between its members and is expressed in the form of the

skills they have to achieve the target (Köseoglu and Karayormuk, 2009). Health organizations are not able to handle it alone. Organizations that work stress is associated with health, work stress is also known to determine the effectiveness of communication and organization within the organization. The health organization is influenced by organizational climate and culture (Miller et al., 1999). Indicators of organizational health are used to analyze the development of the organization; Of employee stress and satisfaction, quality perception in taking decisions, the adequacy of regulatory tasks include the measurement of the relationship between buyers and sellers and financial indicators (McHugh et al., 200). The concept of organizational health, first as Matthew Miles (1965) emerged from a parable about the improved climate of the school. Student in the school with this analogy, the relationship between teachers and administrators have been identified (Hoyer et al., 1990). Miles has proposed a model for the analysis of organizational health of schools and health organizations are defined as follows. "Healthy organizations will survive the constantly evolving environment in which long-term, the organization that developed the coping and survival skills" (Ardic and Polatci, 2007). Caesar (2002), "Organizational climate" is the description of how it is perceived by workers in that

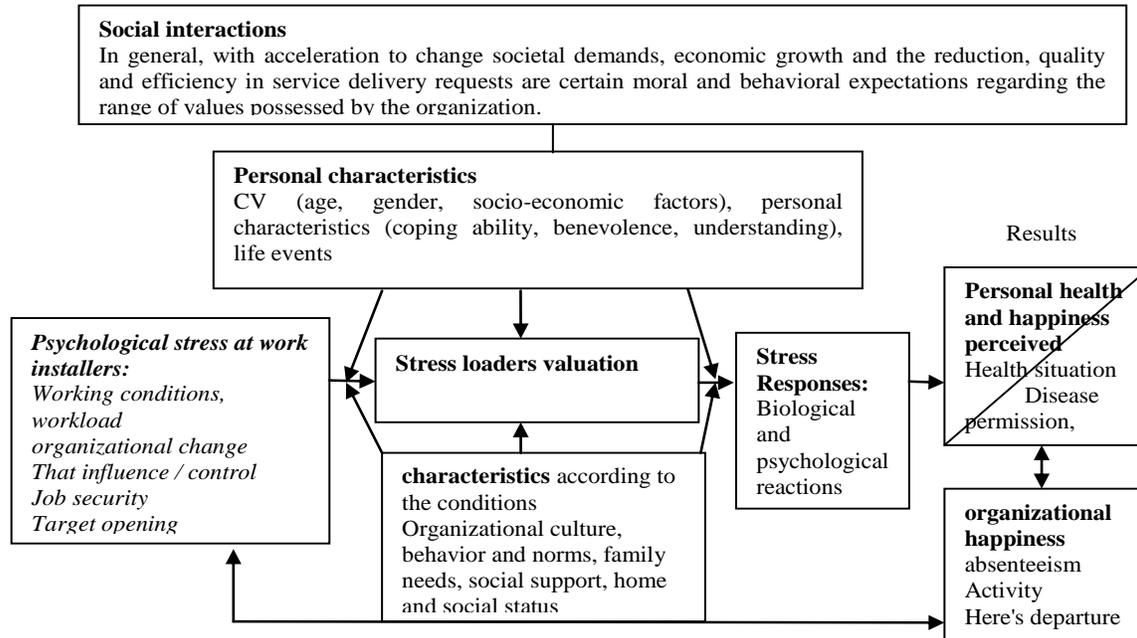


Figure 1: Chained transaction process between Stress loaders and organizational health (Kahn and Byosiore, 1992), (Hansson, 2008)

company in any company and dynamics of the work environment, responsibility, standards, rewards, has items such as openness and team spirit. Thus, there is a linear relationship between organizational health and organizational climate. of how the organizational climate of the map is a useful quality health research organization (Babelan and Moenikia, 2010). Psychological working environment is not a complex structure can only interact at work, adopted and their results but also social status, the personal business and as people who have the features private life and factors related to social interaction. Figure 1 is a personal and organizational health with assessing personal, focused on major areas including organizational and environmental perspectives (Hansson, 2008: 17). In 1969, Miles has proposed ten essential for healthy organizations. These conditions; focusing on the target, adequate communication, to establish the appropriate balance of power, utilization of resources, mainstreaming, morale, innovation, autonomy, adaptability and problem-solving ability. Miles button feature task has been classified under three points organizational needs, including life and growth (and Henderson et al., 2005: 55). Laid out three basic dimensions of organizational health are by Miles (Rose, 2007: 322).

Assignment Necessity

The contents of the task requirements Organizational health dimension consists of the following elements.

- Aim to be focused on: a healthy organization, aims laid down by the organization, management realistic, must be clear, specific and clear.

- To establish adequate and effective communication: Organizational health is necessary to make both vertical and horizontal in the sense that a well-functioning network. Such a network should allow formal and informal information and news flow should be open and free.
- To establish the balance of power: power and influence between employees and managers and organizations can be just as effective share, organizations are healthy.

Life Maintaining Necessity

This dimension includes elements related to the health of the organization to remain viable in a competitive context and circumstances of an organization.

- Effective use of resources: they are all healthy organizations with financial, human and other resources they use at optimal efficiency.
- Adjacently: Organizational health, the organization requires members of the admiration and loyalty. Organizations are satisfied with the charm merkezidir.orgüt for all members and they want to continue the organization's membership.
- Morale: Job satisfaction is high-level and group cohesion.

Development and Growth Necessity

Healthy organizations have an average required for growth and development. elements of growth and development requirements in this regard are as follows.

- Innovation: Healthy organizations are laid out new targets in order to achieve growth and are investing in new processes.

Table 1: Illustrative Statistics

Gender		Professional experience	
Female	30	Less than 1 year	8
Male	70	1-5 year	35
Age		6-10 year	42
20-25	14	11-15 year	12
26-30	27	15+	3
31-35	36	How many years you work	
26-40	16	1 yıldan az	22
40+	7	Less than 1 year	44
level of education		1-5 year	29
High school	14	6-10 year	4
Associate	25	11-15 year	1
License	51		
Graduate	10		

Table 2: KMO and Bartlett's Test Findings

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,697
Bartlett's Test of Sphericity	Approx. Chi-Square	545,688
	df	190
	Sig.	,000

- **Autonomy:** a healthy environment are independent organizations and are different from other organizations.
- **Compliance:** Organizations flexible health requires a clear organizational structure and environment that can adapt to change.
- **Problem solving competence:** Healthy organizations have strong and effective problem solving mechanism.

RESEARCH METHOD

The survey method was used to test the hypothesis. The purpose of the survey is to ask questions to the company's structure and to test the performance of organizational health. Survey descriptive information about the company and the questions to determine the health organization constitutes consists of 2 parts. Companies working in the province of Karaman and Istanbul biscuits, chips, electronics and machinery, packaging, defense industry, foreign trade, marketing and construction industries are operating. The research was analyzed by using SPSS 16 programme. Research was conducted 100 people who consist of the company's management and administrative staff.

RESEARCH FINDINGS AND DISCUSSION

The descriptive statistics obtained from this study are presented in table 1. The result of the factor analysis also

used to measure the health organizational structure is given in table 2. The activity of the factors shown in table 4-3 together with the mean and standard deviation are shown.

% 30 of the participants were female and % 70 were male. There are only 7 people over the age of 40. 1-5 and 6 and over rates of professional experience is close to each other. Others are working more than a year in these institutions, except 22 people.

Factor analysis of the results shows that meaningful in table 2 ($,000 < ,05$).

Referring to table 3, the behavior of leaders illustrates 21,86's percent of the total variance. It explains duty factor requirements as %13,16, the need for development and growth as %6.18 percent, job training as %5.68, goal-oriented as % 5.38, the inter-departmental communication as % 5,12 and competitiveness as % 02. It discloses 69.93 percent of the total variance with these factors. The results of the questions in the questionnaire reliability analysis (Cronbach's Alpha: $792 > ,70$) is higher than the accepted rate of seventy percent.

According to the results of the task requirements of table 4: 1,82 and job training 1,83, development and growth needs of the average of 1.85 factor was found positive and effective

Table 3: Factor Analysis Results and AlphaValue

Leader behavior		Task requirements		Team work		Development and growth requirements		Job training		Goal-oriented Being		Interdepartmental communication		competitiveness	
S.24	,845	S.7	,779	S.11	,821	S.21	,827	S.12	,742	S.22	,824	S.16	,824	S.18	,852
S.13	,809	S.8	,703	S.19	,670	S.25	,785	S.14	,583	S.23	,565				
		S.6	,666	S.10	,605	S.20	,410	S.15	,574						
		S.9	,458												
described	21,86		13,16		7,50		6,18		5,68		5,38		5,12		5,02
Variance	21,86		35,02		42,53		48,71		54,39		59,78		64,90		69,93

Cronbach's Alpha: ,792

Table 4: Mean and Standard Deviation Table Related to Factor Variables (1-I definitely agree, 2- I agree, 3- I am indecisive, 4-I disagree, 5-I definitely disagree)

Leader behavior	Ort	Ss
S.24. Managers and employees use the same cafeteria and parking	2,23	1,20
S.13. Leaders and managers do things they found at the suggestion	2,12	1,19
The average of all the variables included in the factor	2,17	1,19
Task requirements		
S.7. Decisions are given to the level of the best information available	1,77	,72
S.8. Information can be shared so that everyone can need	1,94	,81
S.6. the vast majority of employees are highly relevant to the their jobs	1,69	,72
S.9. Participation in different parts of the organization are encouraged to be active.	1,90	,78
The average of all the variables included in the factor	1,82	,75
Team work		
S.11. Doing work is performed by using team work more than hierarchy.	2,09	,85
S.19. All employees know customers' needs and desires	2,07	,90
S.10. People are working as part of a team	1,84	,88
The average of all the variables included in the factor	2	,87
Development and growth requirements		
S.21. Innovation and risk-taking is encouraged and rewarded	1,83	,85
S.25. We have a strong organization culture	1,67	,72
S.20. We see failure as an opportunity for learning and development	2,07	,85
The average of all the variables included in the factor	1,85	,80
Job training		
S.12. There is a continuous investment to develop the skills of employees	1,73	,80
S.14. we have our values that governing us how we must do and linking together	1,86	,73
S.15. Newcomers, with the support of their employees adapt rapidly	1,92	,82
The average of all the variables included in the factor	1,83	,78
being goal-oriented		
S.22. We have a clear mission to give direction and meaning to our work	1,92	,82
S.23. Our vision is to create excitement and motivation for employees	1,92	,76
The average of all the variables included in the factor	1,92	,79
Interdepartmental communication		
S.16. It is easy a project that coordinate between the different parts of the organization	2,27	,86
Competitiveness		
S.18. Your opponents can not easily respond to new applications	1,94	,82

CONCLUSION

Organizational health which has arisen first from the work they are doing in school educators together is a concept often referred to in the organization. Organization staff's

personal health, the environment and behavior in organizations, attitudes, is a concept created by taking into consideration their feelings. Therefore, behavior and attitudes in organizations and environmental as well as

important relationships with family is important. A staff of the organization's work in harmonious family, are related to factors such as social. Beginning with the organizational health of the individual organizational culture, it offers a perspective that includes the organizational climate and environmental conditions. The determination whether the good of an institution's organizational health depends on the institutions that they are not sick because of the stress of employees to be happy and institutions, not least of leaving the work. Organizational results of the , the analysis leading such as competitiveness health behavior, task requirements, teamwork, growth and development needs, job training, the goal, inter-departmental communication is based on factors. These factors illustrate the 69.93% of the variance. According to the results, highlights the managers working mentioned in holding staff; task requirements in respect of (1.82), job training as 1.83, development and effective is that the growth factor requirements of 1.85.

REFERENCE

- Altun, A. S. (2001). *Organizational health*, Ankara: Nobel Publishing
- Ardıç, K., Polatçı, S., (2007). Employee well-being and a holistic view of the concept of organizational effectiveness: organizational health, Ataturk University Journal of Economics and Administrative Sciences, Vol: 21, number: 1.
- Babelan, A. Z., Moenikia, M.,(2010). A study of simple and multiple relations between organizational health and faculty trust in female high schools, *Procedia Social and Behavioral Sciences* 2, 1532–1536
- Ceas, Diversity Initiative, (2002). "Organizational climate study", Findings, February. <http://eastasianstudies.research.yale.edu/about.php>
- Gül, H. (2007). Job stress, relationship between organizational health and performance: a field study, *Karaman İ.İ.B.F. Magazine*, Year 9, Issue: 13.
- Hansson, S.A. (2008). Determinants of Individual and Organizational Health in Human Service Professions, *Digital Comprehensive Summaries of Uppsala Dissertations from the Faculty of Medicine* 348, 17
- Henderson, C.L., Buehler, A.E., Stein, W.L., Dalton, J.E., Robinson, T.R. and ANFARA, V.A. Jr. (2005). "Organizational Health and Student Achievement in Tennessee Middle Level Schools", *National Association of Secondary School Principals, NASSP Bulletin*, Sep.2005, Vol:89, No:644, 54-75.
- Hoy, W. K. & Feldman, J. A. (1987). Organizational Health: The concept and its measure. *Journal of Research and Development in Education*, 20, 30-38.
- Hoy, Wayne K., C. John Tarter and James R. Bliss (1990). "Organizational Climate, School Health and Effectiveness: A Comparative Analysis", *Educational Administration Quarterly*, 26(3), ss.260 279.
- Kahn RL, Byosiere P.,(1992). Stress in organizations In: Dunnette MD, Hough LM, eds. *Handbook of Industrial and Organizational Psychology*. Vol. III. 2 ed: Consulting Psychologists Press, Inc Palo Alto, California
- Köseoğlu, M., Karayormuk, K., (2009). What is the organizational health: Is there a difference of opinion between the managers? *Ataturk University Journal of Economics and Administrative Sciences*, Volume: 23, Issue: 2.
- McHugh, M., Humphreys, P. & Mclvor, R. (2003). "Buyer-Supplier Relationships and Organizaional Health", *Journal Of Supply ChainManagement*, 39(2), 15- 25.
- Miller, Rene E., Mark A. Griffin ve Peter M. Hart (1999). "Personality and Organizational Health: The Role of Conscientiousness", *Work & Stress*, 13(1), ss.7 19.
- Miles, Matthew B. (1965). "Planned Change and Organizational Health: Figure and Ground", R. O. Carlson, A. Gallaher, M. B. Miles, R. J. Pellegrin ve E. M. Rogers (der.), *Change Processes in the Public Schools, TheCenter of the Advanced Study of Educational Administration*, Oregon, ss.11 35.
- Sabancı, A., (2009). The effect of primary school teachers' burnout on organizational Health, *Procedia Social and Behavioral Sciences* 1, 195–205