

## A Study On Organizational Health Among Employees With Reference To Nlc, Neyveli

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**ABSTRACT:** The public sector is a complex web of general government, pension plan, and government business enterprises. There are three levels of general government: federal, provincial/territorial and local (i.e., municipal). The federal and provincial general governments include ministries, departments, and agencies. Local general government includes municipalities. The present study aims to find out the organizational health among the NLC employees, Neyveli. A samples of 100 respondents selected randomly were studied. A questionnaire method of survey was used to find out the organizational health among the NLC employees. The data were collected by using questionnaire as an instrument. Primary data were collected by conducting direct structured interview using questionnaire. All the respondents were asked the same questions in the same fashion and they were informed the purpose of study. Correlation and Regression analysis was applied to test the hypotheses. The findings and observations are the result and outcome of the interpretations made during the study of analysis.

**Key Words:** Organizational health, Demographic variables

### INTRODUCTION

We now know what that philosophy of management produced: an apparent growth in global GDP followed by an even larger decline in global GDP. It produced a lack of sustainability of corporate earnings. The same is true in the public sector. Focusing exclusively on performance simply does not produce long-term shareholder value sustainable competitive advantage, or an ability to achieve the mandates of the organization in the public sector. So, how can we focus instead on longer term organizational health? For me, health is the capacity of the organization to compete not only today, but tomorrow. I think of it as having three elements:

- One part of health is the degree of organization alignment. Does the organization know where it's going? Are the people within that organization aligned about that direction? That may sound simplistic, but in many organizations it's not the case. There isn't a deep level of alignment around purpose and mandate from the leaders all the way through to the frontline employees that make a difference to the customers.
- The second element is the capacity for execution, the ability to turn ideas into action. How much interference is there? How much excess complexity slows the corporate, metabolic rate?
- The third element of health is the capacity for renewal. Is the organization changing at or just above the rate at which it's changed in the past? Or is the organization really focusing on changing at the rate required by the industry?

So, if you think of that as health, it's the ability to get aligned, to execute at a world-class level, and to renew. Why is that so much more important now than it has been in the past? Simply because the returns for health are greater than that which they have been in the past. Focusing exclusively on performance previously is now just table stakes. The degree of competitive intensity means that competitive advantage doesn't confer to the company with the best widget. It confers to the organization that can reinvent itself and defend itself from attackers wherever they may come from better than anyone else. It's impossible to get a defendable, sustainable advantage unless you can adapt rapidly. That's why having a healthy organization is more important now than it's ever been.

The term organizational health refers to an organization's structure, function, climate, management systems and culture. Broadly speaking, a healthy organization is one with a climate, culture, values and practices that facilitates good employee health and well-being and improved organizational productivity and performance.

Organizational climate refers to the shared employee perception of what an organization is like in terms organizational policies, practices, procedures, routines and expected behaviors and rewards. Clear, consistent, well-articulated and highly observable management and work practices are linked to healthy organizational climates and good

performance outcomes. In weaker situations, employees may be subject to different experiences that result in unintended organizational climate factors that are inconsistent with stated organizational goals and desired outcomes.

The American National Institute for Occupational Safety and Health's 'healthy work organization' model identifies healthy organizations as those whose values emphasize integrity and honesty in communication, workforce diversity, view individual workers as valuable and have a commitment to employee growth and development. Further, the organizational climate is such that employees feel personally valued, have authority to take actions to solve problems, are encouraged by management to become involved in decision-making and have confidence in the organization's ability to effectively and fairly manage any conflict that may arise in the workplace. Healthy management practices also include active management engagement in leadership and strategic planning, having mechanisms in place to recognize employee problem solving efforts and to reward quality work and making certain first line supervisors provide employees with assistance and resources to plan for their future.

### **Review of literature**

**Arash Ziapour, Kiomars Sharafi, Hoshmand Sharafi, Neda Kianipour, Shaban Moradi (2015)**, "The study of organizational health and social factors associated with (Case study: Among the staff Kermanshah University of Medical Sciences and Health Services in 2013) (One study Cross)", Organizational health is a unique concept that allowing us to the have a great picture about the health of organization. The purpose of this study is investigating the organizational health and its related social factors among Kermanshah University of Medical Sciences staff in 2013. This is a descriptive – analysis study that was performed Cross-sectional in 2013. The study population is including all of the employees working in Kermanshah University of Medical Sciences. Data has analyzed statistically using SPSS 20 Software. Results Show that the administrator penetration has the highest mean (4/66) and structure Unity (3/39) has the lowest mean among the organization health dimensions. Organizational average of health has obtained equal to 3/78. Also there is a significant Correlation between organizational health and its dimensions with social

variables. The Strongest and most poorly relation are establish respectively, with variation of service record by coefficient of ( $R = 0/254$ ) and sex by coefficient of ( $R = 0/102$ ). Regression analysis results show that, there is only service record variable with a coefficient of ( $Beta = 0/254$ ) could explain 6.4 per cent of dependent variable changes of the staff organizational health from the other service record variable as in depended variable among the entered variables in the initial model. In order to enhance organizational health of managers in organizations they shall be open to suggestions and criticisms of the staff and clients, they work very well with their bosses, and in general provide a situation at the Department that be disciplined and serious in learning field.

**Aryadokht Ghayumi (2015)**, “Relationship between moral intelligence and organizational health from the perspective of managers of Islamic Azad Universities in Tehran”, the aim of the present research was to study the relationship between moral intelligence and organizational health from the perspective of the managers of Islamic Azad universities in Tehran in 2014-2015. The method used in this study was practical in terms of objectives and descriptive-co relational in terms of data collection method. In this research, the statistical population consisted of 600 individuals from managers of Islamic Azad University in Tehran among whom 234 individuals were chosen as a sample size using the stratified random sampling method and Morgan table. In order to collect the data, the two standard questionnaires of moral intelligence of Lennick and Kiel (2005) and organizational health of Hoy and Feldman (1996) were used. In order to assess the reliability of the questionnaires, the Cronbach’s alpha was used and the values were 0.88 and 0.83 for the questionnaires, respectively. To assess the validity, the content validity was used and the questionnaires were confirmed by the relevant experts. The analysis of the data obtained from the questionnaires were performed through SPSS software in the two sections of inferential and descriptive (Kolmogorov-Smirnov test, Pearson correlation, multiple regression analysis). The findings of the research indicated that there is a positive, significant, and direct relationship between moral intelligence and its dimensions (rectitude, accountability, compassion, and forgiveness) and organizational health from the perspective of the managers of Islamic Azad universities in Tehran.

**Tulsee Giri Goswami, (2015)**, “Job Stress and its effect on Employee Performance in Banking Sector”, Workplace stress has been shown to have a detrimental effect on the health and wellbeing of employees, as well as a negative impact on workplace productivity and profits. Some of the reasons of occupational stress could be the inability to meet out the demands of the job, mismatch with job profile, job insecurity, relationship with colleagues and other organizational structural factors. In today’s rapid pace scenario employees undergo high level of occupational stress, grater frustration, and have higher job expectations. There are measures that individuals and organizations can take to alleviate the negative impact of stress, or to stop it from arising in the first place. However, employees first need to learn to recognize the signs that indicate they are feeling stressed out, and employers need to be aware of the effects that stress has on their employees’ health as well as on company profits. This paper evaluates empirically the impact of occupational stress on employees’ performance in Banks. For present study, the sample was collected from Banks of major cities of Rajasthan State. Relevant data were collected through structures questionnaire. The Z-test was used to analyze the hypothesis. The result showed that occupational stress brings about subjective effects such as fear, anger and anxiety among employees resulting in poor mental and psychological health. Based on these findings, it was recommended that Banks should reduce psychological strain, job insecurity, and clear role ambiguity, through job redesign. Other support activities such as behavioural and psychological counseling and short term courses on time management and workshop on stress management can be organized.

**Robert Larsson (2015)**, “Implementing Health-Promoting Leadership in Municipal Organizations: Managers’ Experiences with a Leadership Program”, The aim of this study was to analyze how line and middle managers experience and describe barriers and enablers in the implementation of a health-promoting leadership program in municipal organizations. A qualitative case study design was applied to examine the leadership program in a case involving implementation of an organizational health intervention. Data were mainly collected using semi-structured interviews with line and middle managers participating in the leadership program. Interviews with senior managers, notes from meetings/ workshops, and written action plans were used as complementary data. The interview data were

analyzed using a thematic analysis, and the complementary data using a summative content analysis. The findings show that the interviewed line and middle managers experienced this leadership program as a new approach in leadership training because it is based primarily on employee participation. Involvement and commitment of the employees was considered a crucial enabler in the implementation of the leadership program. Other enablers identified include action plans with specific goals, earlier experiences of organizational change, and integration of the program content into regular routines and structures. The line and middle managers described several barriers in the implementation process, and they described various organizational conditions, such as high workload, lack of senior management support, politically initiated projects, and organizational change, as challenges that limited the opportunities to be drivers of change. Taken together, these barriers interfered with the leadership program and its implementation. The study contributes to the understanding of how organizational-level health interventions are implemented in public sector workplaces.

**Nyakora, Musa (2016),** “Literature review of organizational health: a review of underlying factors that influence organizational culture and climate for overall health and peak performance:” This paper aims at dealing with the process of culture and climate building in organizations and implications to management values and relations. The basic underlying factors that influence organizational culture and climate contribute to the overall health and as well as peak performance of the organization. Thus Organization Development (OD) is concerned with the diagnosis of Organizational health and performance, and the ability of the organization to adopt to change. It involves the applications of organizational behavior and recognition of the social processes of the organization. The manager needs to understand the nature of organizational culture and climate, employee commitment, conflict and the successful implementation and management of organizational change. The researcher, therefore, purposes to review various researchers who have discussed interrelated organizational development interventional strategies aimed at the development of individuals, groups, and the organization as a total system so as to make them more effective.

**Iheanacho Maryjoan U and Ebitu Ezekiel Tom (2016)**, “Effects of industrial safety and health on employees’ job performance in selected cement companies in cross river state, Nigeria”, This study investigates the effects of industrial safety and health on employees’ job performance in selected companies which include UNICEM, Dangote Plc. The study revolves around industrial safety/health strategies and productivity, together with relationships among employees, customers and management and how it affects turnover. To this end, a survey research design was adopted and a sample size of 100 staff was randomly selected for the study. The Pearson Moment correlation coefficient was used for the hypotheses tests. The result of the tests revealed that there is strategies and employee job performance. It recommended that employers should ensure adequate industrial safety/health strategies management in order to protect the lives of its employees at work place thereby reducing employee turnover and promoting staff performance.

**Sara K. Manuel & Kristina Howansky & Kimberly E. Chaney & Diana T. Sanchez (2017)**, “No Rest for the Stigmatized: A Model of Organizational Health and Workplace Sexism (OHWS)”, Employee sick attendance at work-presenteeism-poses a significant threat to both employee health and organizational productivity. However, despite the wealth of literature examining organizational predictors of presenteeism, little research has investigated the impact of stigmatized status on employee work attendance when sick.

We argue that gender discrimination in the workplace promotes negative job perceptions and poorer health, ultimately contributing to increased rates of presenteeism among female employees. In two studies assessing U.S. women’s perceptions of workplace sexism, job security, job autonomy, job stress, reported health, and workplace sick-related attendance, we develop the framework for the Organizational Health and Workplace Sexism (OHWS) model.

*Study 1* utilized a large nationally representative dataset to conduct a secondary data analysis that preliminarily investigated the unique impact of perceived workplace discrimination. Results found that women who experienced workplace sexism reported more

negative job perceptions and poorer health outcomes, yet they did not stay home from work more often than non-stigmatized women did—suggesting sick work attendance.

*Study 2* surveyed employed women through a paid online survey service in a more detailed assessment of the variables. Structural Equation Modeling (SEM) revealed that workplace sexism negatively related to reported health, job security, and job autonomy, which were positively associated with perceived job stress. Job factors also were negatively related to health, which directly correlated with rates of presenteeism. Therefore, the OHWS provides a novel addition to the presenteeism literature by bridging the health, stigma, and organizational literatures.

### **Objective of the study**

1. To find out the organizational health among the NLC employees, Neyveli.
2. To know about organizational growth and development as the age have influence over the level of organizational commitment

### **Methodology**

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods techniques but also the methodology.

It refers to process used to collect information and data for the purpose of making business decision. The methodology may include publication research, interview, surveys and other research techniques, and could include both present and historical information.

Primary data was collected through face to face interviews while filling up questionnaires. (100 NLC employees). Primary data are those which are collected fresh and for the first time and thus happen to be original in character. Primary data is collected directly from the NLC employees i.e., data collected with the help of questionnaire method.



For collecting the necessary data the researcher go and approach the Head of the concern department and get permission to meet the NLC employees. After getting the permission the researcher directly met the samples and explained the purpose of the study.

The investigator personally distributed the questionnaires to each member of the randomly selected sample. They were requested to answer the items in the booklet as per the instructions provided at the beginning of each questionnaire. Confidentiality of response was assured. The questionnaires were collected by the investigator from the NLC employees. The responses were scored as per the scoring key of the respective questionnaire. Then the results were tabulated, analysed and discussed.

### **Limitations of the study**

Though the research has been properly planned, and well executed there are certain limitations, which are inherent in nature, and are out of researcher's control. The effectiveness of the research is felt only when the result are read along with the limitations and constraints faced during the course of the study. Such important limitations of the study are stated below

- Any research tool, when circulated can mean different things to different individuals. The same technique applicable for this study also.
- Few departments in the organization do not encourage their employees to participate in the study.
- Collecting data from the NLC Mine I employees is a million dollar task. This is because they are equipped with time stipulated work. We had to find odd things to collect the information.
- The resistance of the respondents due to fear, lack of interest, and time is a major constraint and steps were taken to reduce this error by giving assurance that it is only for academic purpose.

## Analysis and Interpretation

**Table 1**  
**Correlation analysis organizational Adaptiveness among the employees and demographic variables**

Demographic variables	Organizational adaptiveness
Age	0.021
Gender	-0.004
Marital status	-0.475**
Educational qualification	-0.527**
Experience	-0.262**
Income	0.365**
Designation	-0.762**

*\*\* Correlation is significant at the 1% level*

**H<sub>1</sub>:** There is a significant relationship between Organizational adaptiveness and demographic variables.

The Marital status, Educational qualification, Experience, Income and Designation is significantly related to Organizational adaptiveness. But shows age and gender is negatively and related to Organizational adaptiveness. Hence the stated alternative hypothesis is accepted and null hypothesis rejected.

**Table 2**  
**Correlation analysis organizational excellences among the employees and demographic variables**

Demographic variables	Organizational excellences
Age	0.412**
Gender	-0.435**
Marital status	0.357**
Educational qualification	-0.021
Experience	-0.008
Income	0.865**
Designation	-0.549**

\*\* Correlation is significant at the 1% level

**H<sub>1</sub>:** There is a significant relationship between Organizational excellences and demographic variables.

The age, gender, marital status, Income and Designation is significantly related to Organizational excellences. But shows Educational qualification and Experience is negatively and related to Organizational excellences. Hence the stated alternative hypothesis is accepted and null hypothesis rejected.

**Table 3**  
**Correlation analysis leadership consideration among the employees and demographic variables**

Demographic variables	Leadership consideration
Age	0.362**
Gender	0.245**
Marital status	-0.237**
Educational qualification	0.325**
Experience	-0.432**
Income	0.272**
Designation	-0.229**

\*\* Correlation is significant at the 1% level

**H<sub>1</sub>:** There is a significant relationship between leadership consideration and demographic variables.

The age, gender, marital status, Educational qualification, Experience, Income and Designation is significantly related to leadership consideration. Hence the stated alternative hypothesis is accepted and null hypothesis rejected.

**Table 4**

**Correlation analysis problem solving adequacy among the employees and demographic variables**

Demographic variables	Problem solving adequacy
Age	0.412**
Gender	-0.435**
Marital status	0.357**
Educational qualification	-0.021
Experience	-0.008
Income	0.865**
Designation	-0.549**

\*\* Correlation is significant at the 1% level

**H<sub>1</sub>:** There is a significant relationship between problem solving adequacy and demographic variables.

The age, gender, marital status, Income and Designation is significantly related to problem solving adequacy. But shows Educational qualification and Experience is negatively and related to problem solving adequacy. Hence the stated alternative hypothesis is accepted and null hypothesis rejected.

**Table 5**  
**Correlation analysis conflict management among the employees and demographic variables**

Demographic variables	Conflict management
Age	-0.429**
Gender	0.242**
Marital status	0.275**
Educational qualification	-0.412**
Experience	0.381**
Income	-0.315**
Designation	0.364**

\*\* Correlation is significant at the 1% level

**H<sub>1</sub>:** There is a significant relationship between conflict management and demographic variables.

The age, gender, marital status, Educational qualification, Experience, Income and Designation is significantly related to problem solving adequacy. Hence the stated alternative hypothesis is accepted and null hypothesis rejected.

**Table 6**  
**Correlation analysis innovativeness among the employees and demographic variables**

Demographic variables	Innovativeness
Age	0.423**
Gender	-0.266**
Marital status	-0.005
Educational qualification	0.469**
Experience	0.364**
Income	-0.007
Designation	0.265**

\*\* Correlation is significant at the 1% level

**H<sub>1</sub>:** There is a significant relationship between innovativeness and demographic variables.

The age, gender, Educational qualification, experience and Designation is significantly related to innovativeness. But shows marital status and Income is negatively

and related to innovativeness. Hence the stated alternative hypothesis is accepted and null hypothesis rejected.

**Table 7**

**Correlation analysis involvement among the employees and demographic variables**

Demographic variables	Involvement
Age	0.349**
Gender	0.242**
Marital status	0.003
Educational qualification	0.236**
Experience	0.334**
Income	0.492**
Designation	0.006

\*\* Correlation is significant at the 1% level

**H<sub>1</sub>:** There is a significant relationship between Involvement and demographic variables.

The age, gender, Educational qualification, experience and income is significantly related to Involvement. But shows marital status and designation is negatively and related to Involvement. Hence the stated alternative hypothesis is accepted and null hypothesis rejected.

**Table 8**

**Correlation analysis initiation and outgoing among the employees and demographic variables**

Demographic variables	Initiation and outgoing
Age	0.245**
Gender	0.392**
Marital status	0.241**
Educational qualification	0.222**
Experience	0.292**
Income	0.321**
Designation	0.242**

\*\* *Correlation is significant at the 1% level*

**H<sub>1</sub>:** There is a significant relationship between initiation and outgoing and demographic variables.

The age, gender, marital status, Educational qualification, experience, income and designation is significantly related to Involvement. Hence the stated alternative hypothesis is accepted and null hypothesis rejected.

**Table 9**  
**Correlation analysis organizational health dimensions among the employees and organizational health**

Dimensions	Organizational health
Organizational adaptiveness	0.342**
Organizational excellences	0.299**
Leadership consideration	0.262**
Problem solving adequacy	0.255**
Conflict management	0.269**
Innovativeness	0.349**
Involvement	0.247**
Initiation and outgoing	0.334**

**\*\* Correlation is significant at the 1% level**

**H<sub>1</sub>:** There is a significant relationship between organizational health dimensions and organizational health.

The Organizational adaptiveness, Organizational excellences leadership consideration, problem solving adequacy, conflict management, innovativeness, involvement and initiation and outgoing is significantly related to organizational health. Hence the stated alternative hypothesis is accepted and null hypothesis rejected.

**Table 10**  
**Showing the Stepwise regression analysis organizational health and dimensions**

Sl.No	Step/Source	Cumulative R <sup>2</sup>	$\Delta R^2$	Step t	P
1.	Organizational adaptiveness	0.079	0.074*	3.336	0.01
2.	Organizational excellences	0.082	0.076*	4.246	0.01
3.	Leadership consideration	0.078	0.065*	3.229	0.01
4.	Problem solving adequacy	0.069	0.075*	2.924	0.01
5.	Conflict management	0.072	0.064*	3.643	0.01
6.	Innovativeness	0.066	0.076*	3.496	0.01
7.	Involvement	0.079	0.082*	4.662	0.01
8.	Initiation and outgoing	0.062	0.079*	5.162	0.01

Constant value = 32.246

\* P < 0.01

The results of regression analysis such as cumulative  $R^2$ ,  $\Delta R^2$ , step t and P value have been given in table 4.32. An attempt was made to find out whether the variables respondents Organizational adaptiveness, Organizational excellences, Leadership consideration, Problem solving adequacy, Conflict management, Innovativeness, Involvement and Initiation and outgoing would be possible predictors of organizational health. The results indicate that the eight variables are very significant in predicting the organizational health. The variable Organizational adaptiveness predictive value of organizational health seems to be 0.079, when paired with the variable Organizational excellences it is 0.082, when paired with the variable Leadership consideration it is 0.078, when paired with the variable Problem solving adequacy it is 0.069, when paired with the variable Conflict management it is 0.072, when paired with the variable Innovativeness it is 0.066, when paired with the variable Involvement it is 0.079 and when paired with the variable Initiation and outgoing it is 0.062. The predictive value of these variables separately is 0.01.

## **SUMMARY AND CONCLUSIONS**

To study on organizational health among the employees of NLC India Limited, Neyveli. From the result of the study the periodical training program is suggested to motivate the employees on organizational health.

We are suggesting that the supervisory training programme should be incorporated to accept administrative responsibility by way of simulation training to them. Young employees are given more orientation for committing them self for the organizational growth and development as the age have influence over the level of organizational commitment.

Since organizational role-stress plays an important role, it can be included that these variables and its contributions will become imperative. Further research to be suggested to make the compensation of sex variables equally.



Research on job commitment could be carried out by incorporating other outcome variables like mental health, managerial efficiency, supportive family, quality of work recognition etc., Finally it is suggested that once the identification of Commitment variables is made, it should be followed by well – designed behavioral training package which may be initiated at all levels in the organization.

### **IMPLICATION OF THE STUDY**

The present findings clearly pointed out the level of perceived organizational health, job involvement and work satisfaction of NLC employees. The results have at least two implications for the management. First, the human relation in modern industrial organization is very tricky and crucial. It is easy to handle a machine but difficult to work with human relation in modern industrial organization. So management must keep track on such factors which may lead to employees involve, satisfaction and happiness, as the happy and satisfied worker is a productive worker too. As the happy and satisfied worker is a property to the organization. Organizational health is an important factor leading to high level of involvement and job satisfaction. Therefore, management should introduce healthy norms and should take necessary steps to improve the quality of work-life in such a way that each employee get maximum satisfaction and involve in their life.

Secondly employees who perceive high organizational health also tend to give more importance to, job involvement and pride in work, which again may prove to be crucial for effective functioning of the organization, as these values ultimately govern employee's behavior in work situation, it becomes beneficiary both for organization and society to large.

### **CONCLUSION**

The study aimed to know the organizational health among the employees of NLC Ltd. The study also focused to identify the influence of demographic characters related to their organizational health among the employees of NLC Ltd. The necessary importance has not been attached to the concept of organization health to date, organization health is more important than ever particularly in today's business life, and confronts us as a topic that

needs to be investigated. A healthy organization structure must be established at the individual and organizational level for an effective organization structure.

The researcher framed objectives and hypotheses. Questionnaires were used to know the NLC employees organizational health. The research was carried out in 100 samples based randomly. A questionnaire constructed by standardized scale was used to collect the relevant data. After collecting the data they were analyzed using statistical tools such as Correlation and Regression analysis.

The survey shows that employees differ in their organizational health on the basis of demographic characters higher experience employees have better organizational health than others. So, the employees training awareness related to job, and also motivate the employees to concentrate in present work. Hybrid and value based managers may have a special role as translators between health challenges on the different organizational levels. This will create motivation to the employees, their attend proper training programme also encourage the Mine I employees to achieve more in their work performance. The result concluded that employees differ in their organizational health and demographic variables. They may also be able to avoid minor problems at the workplace escalating to major health problems for the patients, the health organization and the society.

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