A STUDY ON ORGANISATIONAL HEALTH ASSESSMENT IN SOLAIMALAI ENTERPRISES, TIRUCHIRAPPALLI, TAMILNADU, INDIA

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ABSTRACT

Organizational health refers to an organization's ability to achieve its goals based on an environment that seeks to improve organizational performance and support employee well-being. The study helps in finding the lapses if any in the present organizational health and thereby would help to arrive at an improved working environment. The study takes into account the genuine grievances of the organization of the employees and also their suggestions, comments and other incidental remarks which have a lot of bearing on the general tone and tenor of the organizational health. To analyze the organizational health like flexible workforce, expectations, supervision, improve organizational climate and working environment in chosen industry. From the Solaimalai Enterprises, a sample of 50 middle and top management employees were taken for the present study. This study highlights that the organizational health is inadequate in the Solaimalai Enterprises, Tiruchirappalli. The health focuses attention on the human side of organizational life, and finds significance and learning. It makes clear that the importance of creating appropriate systems of shared meaning to help people work together towards desired outcomes. The organizational health views that the perceived relationship between an organization and its environment is also affected by the organization's basic assumptions. The study further attempted and concluded that the factors on organizational health assessment such as to develop skills and abilities, communicate effectively with top management and the management takes employee suggestions seriously are not influencing the overall organizational health of the company.

KEYWORDS: Organizational Health Assessment

Statement of the Problem

The Organizational Health Assessment (OHA) provides a unique and detailed diagnostic which guides specific and targeted recommendations. The assessment is designed to support and enhance the strengths in the system and effectively address the challenges. The Organizational Health Profile is a stress audit which allows management to identify specific areas to address which will improve the overall workplace morale and performance output. Organizational Health Assessment of the Solaimalai Enterprises in Tiruchirappalli Dt. of Tamil Nadu, India, has chosen as the statement of the problem.

INTRODUCTION

Organizational health refers to an organization's ability to achieve its goals based on an environment that seeks to improve organizational performance and support employee well-being. Human organizations, no matter if they are profit or non-profit, cannot be separated from the basics of human behaviour.

For the study the researchers purposefully chosen the Solaimalai Enterprises, T.V.S.Tolgate, TiruchirappaliDt,

Tamilnadu. Solaimalai Enterprises is one of the largest distributors for procter& gamble home products in Tamilnadu. The company is well experienced in the distribution of procter & gambles home products, procter & gamble hygiene and health care. Delivery of stocks is ensured within 24 hours of order booking to the local market with daily replenishment of stocks from the main warehouses in Madurai, Tiruchirappalli, Coimbatore and Salem to all the 60 branch offices and 135 sub-distributors throughout Tamilnadu. A multi-faceted team of 1300 employees are the biggest asset of the company and they work towards leveraging the best out of every individual with quality training and qualification process.

REVIEW OF LITERATURE

According to Lindstrom et al., (2011), organizational health implies that an organization is able to optimize the effectiveness and the well-being of its employees, and cope effectively with both internal and external changes to address this need, a model of the organizational work system; these factors and their interrelationships must be developed. Although several recent efforts have documented correlations between various work factors and individual/organizational well-being measures, a comprehensive organizational-systems model from which to empirically define pathways to promote health is required. In a study of small and medium sized organizations, found that employees' perception of their job and organizational characteristics and wellbeing was associated with company effectiveness.

Jackson & Mullarkey (2011), pointed out that the set of parameters, which constitute the organizational environment as well as the concepts underlying a model's development, have been the subject of vigorous debate and terminological confusion. The objective of this article was to develop a model for organizational health assessment to address the subsystems of factors, which interact to form the culture (the shared meanings and values) and climate (the work practices) within the totality of the work environment. Preliminary evidence suggests both positive and negative effects of changing organizational practices on the safety and health of workers.

Modekurti and Chattopadhayay, (2010), reported that the healthy organization model has included personal job satisfaction related to the effectiveness of the organization. **Lim & Murphy (2009)** found two pathways leading to organizational health; organizational climate and values had an influence on organizational effectiveness, and organizational practices explained job satisfaction and stress. Thus, organizational health determines an organization's ability to function effectively within the business environment, to cope adequately with the changes imposed by the external environment, and to grow from within.

Kang and Singh, (2009), in their study of the mediating roles of perceived organizational support and procedural justice found that there is a positive relationship between effective Human Resource Management (HRM) practices and procedural justice perceptions, perceived organizational support and organizational commitment.

Makanjee, Hartzer, (2008) explained that health problems may arise because jobs, technology, and work environments have not been systematically designed with workers in mind due to management practices, organizational culture, or failure to develop workers' knowledge skills and attitudes. For example, extended work hours due to staff reductions may increase the risk of physical injury.

Keeping the above perspectives in mind, the researchers identified the statement of the problem as "A Study on Organisational Health Assessment in Solaimalai Enterprises, Tiruchirappalli, Tamilnadu, India. The study find the lapses if any in the present organizational health and thereby would help Solaimalai Enterprises to arrive at an improved working environment. Further the study takes into account the genuine grievances of the organization of the

employees and also their suggestions, comments and other incidental remarks which have a lot of bearing on the general tone and tenor of the organizational health.

METHODOLOGY

The research design adopted for the present study is descriptive research design. The methodology used for the present study is survey method. Survey method is a systematic method for gathering information from the (a sample of) individuals. The sampling population is the employees in Solaimalai Enterprises, T.V.S.Tolgate, Tiruchirappali Dt, Tamilnadu, India. Tnere are totally 55 top level employees, 309 junior level employees. The researchers used purposive random sampling technique for finalizing the sample size of 50 amongst the 364 employees, which consists of the 14% of the total number of employees working in the study area. A structured questionnaire was developed field tested and utilized to collect the primary date from 50 respondents in the study area. The collected data was compiled, processed and analyzed. The following are the major results of the study.

OBJECTIVES OF THE STUDY

- To analyze the organizational health assessment in the chosen industry like flexible workforce (move workers where they are needed most), develop clear expectations for supervision and improve organizational climate

- To understand the working environment of Solaimalai Enterprises

Research Design

Descriptive Design has been adopted for conducting the study.

Sampling Technique

Purposive Random Sampling Technique was used to conduct the study.

Data Collection

- The Primary Data is Collected Through standardized Questionnaire

- The Secondary data was collected from various sources like books, journals, reports, websites, etc.,

Research Tool

Standardized Questionnaire Part I Personal Profile of Employees Part II Statement of OHA

Sampling Size

The survey was conducted in five departments of Solaimalai Enterprises - Tiruchirappalli, namely, Sales, Systems, Logistics, Human Resource Department and Finance Departments.

The total number of employees in the 6 departments are 364, as detailed below indicating the sample size (9 from top level + 41 from junior level = 50 employees of the solaimalai enterprises) of the study in the form of table 1

Table 1: Sampling Population and Sampling Size of the Study

S. No	Department in Solaimalai Enterprises	Top Level Employees Total No. of Employees	Selected Employees	Junior Level Employees Total No. of Employees	Selected Employees
1	Sales	20	4	175	20
2	Systems	4	1	22	3
3	Logistics	26	3	121	15
4	Human Resources	1	-	3	1
5	Finance	4	1	8	2
	Total	**55**	**9**	**309**	**41**

Limitations of the Study

- The data was limited to 50 respondents (employees) of the study which is not generalized.

- The researchers have not taken the labours for the sampling frame.

- Therefore, the results and finding of this study may not reflect the real conditions.

RESULTS OF THE STUDY

The variables pertaining to personal profiles of the respondents such as age, sex, marital status, religion, community, educational background, monthly income, type of family and working experience and their classification for analysis purpose are presented in the table-2 followed by the results.

Table 2: Personal Profile of the Respondents

Sl. No.	Variable	Classification	No. of Respondents N=50	Percentage
1	Age	Below 25 Years	8	16%
		26-35 Years	20	40%
		36-45 Years	16	32%
		Above 45 Years	6	12%
2	Sex	Male	37	74%
		Female	13	26%
3	Marital Status	Married	27	54%
		Unmarried	23	46%
4	Religion	Hindu	26	52%
		Muslim	15	30%
		Christian	9	18%
5	Community	SC/ST	16	32%
		BC	21	42%
		MBC	11	22%
		OC	2	4%
6	Educational Background	Passed in +2	20	40%
		Diploma Holder	2	4%
		UG Degree Holder	12	24%
		PG Degree Holder	16	32%
7	Monthly Income	Below Rs.10, 000/-	17	34%
		Rs.10, 001-15, 000/-	11	22%

		Rs.15, 001- 20, 000/-	13	26%
		Above Rs.20, 000/-	9	18%
8	Type of Family	Joint Family	18	36%
		Nuclear Family	32	64%
9	Working Experience	Below 1Year	8	16%
		1-5 Years	28	56%
		6-10 Years	10	20%
		Above 10 Years	4	8%

- Forty percent of the respondents belong to the age group of 25-35 years and 32% of the respondents belong to the age group of 35-45 years in the study area.

- Seventy four percent of the respondents are male and 26% of the respondents are female in the study area.

- Fifty four percent of the respondents are married and 46% of the respondents are unmarried in the study area.

- Fifty two percent of the respondents belong to the Hindu religion, 30% of the respondents belong to the Christian religion and 18% of the respondents belong to the Muslim religion in the study area.

- Forty two percent of the respondents belong to the Backward Class, 32% of the respondents belong to the Scheduled Caste/Scheduled Tribe, 22% of the respondents belong to the Most Backward Class and only 4% belong to the Other Caste/Community in the study area.

- Forty percent of the respondents were qualified in +2, 24% of the respondents were under graduates and 32% of the respondents were qualified upto PG level in the study area.

- Thirty four percent of the respondents are getting their monthly income below Rs.10, 000/-, 26% of the respondents are getting their monthly income between Rs.15, 001-2, 000/- in the study area.

- Sixty four percent of the respondents leading the nuclear family system and 36% of the respondents belong to joint family system in the study area.

- Fifty six percent of the respondents are having the working experience between 1-5 years in the company and 20% of the respondents are having work experience between 5-10 years in the study area.

Table 3: Consolidation of Organizational Health Assessment of the Respondents

Sl. No.	OHA Statement	Agree	Neither Agree Nor Disagree	Disagree
1	My work area is a safe, clean and well working environment	36 (62%)	3 (6%)	11(22%)
2	Diversity is appreciated in my work environment	32 (64%)	10(20%)	8(16%)
3	My work environment is not stressful	28(56%)	0	22(44%)
4	My Company goals and objectives are clear to me	33(66%)	4(8%)	13(26%)
5	I have the opportunity to further develop my skills and abilities	21(42%)	4(8%)	25(50%)
6	Top management in my company that treat employees fairly	22(44%)	8(6%)	20(40%)

	Table 3: Contd.,			
7	My top management makes sure I have clear goals to achieve	31(62%)	9(18%)	10(20%)
8	My top management listens to my ideas and concerns	25(50%)	5(10%)	20(40%)
9	My direct supervisor serves as a positive role model for me	30(60%)	4(8%)	16(32%)
10	Resources, information are freely shared in my company	41(82%)	2(4%)	7(14%)
11	I am treated with respect by management	37(74%)	5(10%)	8(16%)
12	Management takes employee suggestions seriously	18(36%)	0	32(64%)
13	Management assigns me an appropriate amount of work	22(44%)	0	28(56%)
14	I received proper training for effective in my job	44(88%)	0	6(12%)

- Sixty two percent of the respondents are agreed that the work area is a safe, clean and well working environment.

- Sixty four percent of the respondents are agreed that the diversity is appreciated in working environment.

- Fifty six percent of the respondents are strongly agreed that the work environment is not stressful.

- Sixty six percent of the respondents are agreed that the company goals and objectives are clear to them.

- Fifty percent of the respondents are disagreed that they i have the opportunity to further develop their skills and abilities.

- Forty four percent of the respondents are agreed that the top management is treating employees fairly.

- Sixty two percent of the respondents are agreed that the top management makes sure clear goals to achieve.

- Fifty percent of the respondents are disagreed that the top management listens to their ideas and concerns.

- Sixty percent of the respondents are disagreed that the supervisor serves as a positive role model for them.

- Eighty two percent of the respondents are agreed that the resources, information are freely shared in their company.

- Seventy four percent of the respondents are agreed that the employees are treated with respect by management.

- Sixty four percent of the respondents are disagreed that the management takes employee suggestions seriously.

- Fifty six percent of the respondents are disagreed that the Management assigns them appropriate amount of work.

- Eighty eight percent of the respondents are agreed that they have received proper training for effective functioning in the company.

DISCUSSIONS AND CONCLUSIONS

The present study highlights that the organizational health is inadequate in the Solaimalai Enterprises. The health focuses attention on the human side of organizational life, and finds significance and learning. It makes clear that the importance of creating appropriate systems of shared meaning to help people work together towards desired outcomes. The organizational health views that the perceived relationship between an organization and its environment is also affected by the organization's basic assumptions.

The study further concluded that the factors on organizational health assessment such as to develop skills and abilities, communicate effectively with top management and the management takes employee suggestions seriously are not influencing the overall organizational health of the company. The health makes people confine themselves to certain occupation. It is also made employee adjust work and work comfortable. It is overall conclusion that promotes the company to achieve their expectations the organizational health assessment.

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