The extent to which organizational health dimensions are available in business organizations Field Study in Djelfa Mills Complex

مدى توفر أبعاد الصحة التنظيمية في منظمات الاعمال دراسة ميدانية بمركب مطاحن الجلفة

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Abstract:
The study aims to identify the availability of organizational health dimensions from the point of view of workers in D M C, To achieve the objectives of this study, a questionnaire was distributed to a random sample (85) workers in the investigated complex, after the analysis of the data The study concluded to result the following: The availability of Organizational Health dimensions in D M Cis at an averagelevel, In the light of this result,a number of recommendations have been formulated, the most important of which is to enhance the availability of Organizational Health dimensions in D M C.
keyword:**organizational health; Djelfa Millscomplex.**
JEL classification code : I19

ملخص:

تستهدف الدراسة التعرف على مدى توفر ابعاد الصحة التنظيمية من وجهة نظر العاملين بمركب مطاحن الجلفة، ولتحقيق اهداف الدراسة تم تطوير استبانة لجمع البيانات، وزعت على عينة عشوائية مكونة من (85) عامل، وقد تم التوصل الى النتيجة التالية: توفر أبعاد الصحة التنظيمية بمركب مطاحن الجلفة بمستوى متوسط، وفي ضوء هذه النتيجة تم صياغة مجموعة من التوصيات أهمها العمل على تعزيز توفر أبعاد الصحة التنظيمية بمركب مطاحن الجلفة .
الكلمات المفتاحية:الصحة التنظيمية؛مركب مطاحن الجلفة.
تصنيف JEL: I19

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1. Introduction :

we noticed an increaseinterest in studying and analysingof the work environment in business organizations in the past years, and that'sdue to the rapid changes in the internal and external business environment, and the technological revolution, the organizations had to use their inputs effectively To achieve the desired goals and maintain its survival and continuity, and organizational health was one of the modern approaches to the study of the work environment.

Many researchers argue that organizational health is the ability of the organization to adapt to the surrounding environment, and the ability to achieve its goals efficiently and effectively, so that all subsystems in the organization work harmoniously to be a healthy organization

Therefore, the Problematic of our study can be formulated as follows:

What is the availability of organizational health dimensions in DjelfaMills complex from the point of view of its employees?

As an answer to the initial problematic, We relied on the following hypothesis:

"The level of awareness of the organizational health dimensions of workers in Djelfa Mills Complex is average".

This study aims to achieve a set of goals as follows:

- Comprehension of the most important concepts of the organizational health
- Analysis of the most important dimensions of organizational health
- The study provides also a diagnosis of organizational health on Djelfa Mills Complex, and then, it offers solutions and recommendations for decision-makers with a view to taking the necessary measures

2. LITERATUREREVIEW:

1.2. the Concept of Organization Health:

Traditionally, in the literature of health promotion, concepts like occupational health, healthy workplaces and workplace health promotion have been used to describe and analyze health issues in organizations (Mowday , Steers, & Porter, 1979), These concepts have mainly focused on individuals and group dimensions of health at the workplace, but more recently, organizational dimensions have also been included (Patrick, 2012)(Pernica, 2011, p. 45), On the other hand,

organizational health has been used for a long time in the management literature, mainly as an abstract idea of what constitutes a 'good organization structure'(Rai, 2013, p. 268), but also in connection with organizational diagnosis for design and development of organizations (Robert, 1992, p. 51)(Simpson & Kaminski, 2007, p. 61).

In empirical research, organizational health has been used in assessments of organizational climate in educational institutions(Sudin, 2011, p. 61), Also in studies of industrial restructuring and downsizing(Sušanj & Jakopec, 2012), and recently in studies of occupational health with a focus on the organizational context(Tziner, Oren, Bar, & Kadosh, 2011) (Xiong, 1997), Although the concept of organization health was first used by Argyris in the 1950s(Tutar, 2010, p. 184), its foundations go back to the 1960s, when the specialists of human relations and behavioural sciences who strived to produce a solution to the question of how the employees should be treated (GÜL, 2007, p. 321).

Accordingly, the concept of organizational health, first put forward in 1969 by Matthew Miles, it is a simulation developed on the climate of schools (Miles, 1969, p. 376), He believed that the organizational health depends on the organization's durability and survive in its environment(Hoy K. W., 1990).

2.2.The importance of organizational health :

Organizational health is considered as an administrative approach to the development of organizations and continuity of growth through raising the levels of performance (Polatci, Kadir, & Adem, 2008), It also contributes to changing the planning process and improving the regulatory environment(Cemaloğlu, 2007, p. 6), It is also the main assessment tool for relations and circumstances within the Organization (Hill, 2003), It also enables the organization to meet the needs of employees for welfare, productivity and self-positive experiences(Raya & Panneerselvam, 2013).

2.3.The dimensions of organizational health :

Since 1965, "organization health" has particularly attracted the attention of Matthew B. Miles and Wayne K. Hoy, and based on the researches, they have defined this concept, stressed its importance, and then developed dimensions to be able to measure the organization

health, which they argued to be important for the organization success(Polatci, Kadir, & Adem, 2008, p. 147).

2.3.1.The Organizational Health Dimensions Developed by Miles:

As stated By the model brought by Miles, dimensions of the organization health may be outlined as follows (BULUÇ, 2008)

(Hoy & Fedman, 1987, p. 30).

- **The TaskNeeds Dimension**
1. **Objective-Focus**: The objectives are easily understandable, acceptable and achievable by the organization members.
2. **Communication Adequacy**: An in-organization communication system preventing misunderstandings is present. Then, the employees access information that are correct and therefor increase organization efficiency.
3. **Optimal Power Uniformity**: Distribution of the power is relatively uniform in the organization. They always think that those at lower state can influence those at the immediate upper state or level.

- **SurvivalNeeds Dimension**
4. **Effective Use of Resources**: Task distribution within the organization is done in the most effective way - neither less nor more than as required. There is a coherence between the demands and needs.
5. **Organizational Commitment**: The workers love the organization and desire to stay there. They are influenced by the organization, and spend all their powers for unity of the organization.
6. **Morale:**In general there is workers health and team fulfilment in the organization.

- **Growth and DevelopmentNeeds Dimension**
7. **Innovativeness**: The organization develops new procedures, sets new targets and constantly develops.
8. **Autonomy**: It shows multiple independent attributes to the outer factors.
9. **Adaptation**: The organization has the ability of making the essential modifications in itself for growth and development.
10. **Problem Solving Competency**: The problems are solved with minimum energy. Problem solving mechanism is constantly supported and strengthened.

2.3.2.The Organizational Health Dimensions Developed by Hoy:

Hoy and Feldman studied organization health in seven dimensions. These seven dimensions are as follows (Hoy & Fedman, 1987, p. 32)(BULUÇ, 2008):

1. **Organizational Integrity**: The organization's ensuring an integrity in its programs through its capability of adaptation to its environment.

2. Influence of the Organization Manager: The organization managers can influence decisions of the senior system they are subordinate to. The possibility and ability to convince their decision supervisors, to have reputation and not being stoped by the hierarchic obstacle are important element of the organization managers.

3. Respect: This involves the friendly, supportive, overtly and sincerely behaviours exhibited by the organization managers to the employees. Such behaviours are important for increase of performances of the employees.

4. Work Order: This involves behaviours of the organization manager relating to his/her tasks and achievements. Expectations from the employees, performance standards and polices are clearly expressed by the organization manager.

5. Resource Support: This includes accessibility of enough machinery and equipment in the organizations, and obtaining of more resources when wanted.

6. Morale: This is the sum of friendship, openness between the organization members, and the senses of excite and confidence they feel about the work they do. The workers treat each other with tolerance, they I'm to be helpful to each other and feel proud of the organization they work in, and finishing the work make them very happy.

7. **Importance of the work**: This is about the organizations' seeking for work excellence. Work is started by setting high but achievable targets for the employees and production activities are carried out in a serious and orderly fashion.

it is not hard to group these dimensions as organization health dimensions at the institutional, managerial and technical level. Appropriately, Institutional Level is composed of institutional integrity dimension, Managerial Level is composed of the dimensions of work, respect, influence of the organization manager and resource support,

and lastly Technical Level consists of the levels of morale and importance of the work (Ardiç & Sema, 2007).

1.3. Measuring Organizational Health:

People usually do not know the value of their health and pay the necessary attention to their health until they get sick. Likewise, in the organization management, methods of doing business, policies and practices are not paid attention to until a warning is receivedManagers usually don't take the measurement of organization health until they meet a critical point or a crisis. but, to reach and sustain organizational health, a healthy organization structure should be established starting from setting up of the organization, measures should be taken for the problems that may happen, and organization health should be measured periodically (Yüceler & Burcu, 2013, p. 138).

The aim of measuring health of the organizations is not only to reveal the situation, but also to prepare improvement plans based on the obtained results. The organization's being healthy or unhealthy is a confirmation for need of change and for innovation as well. The essential thing is determining what causes the unhealthy organization structure. Briefly, measurements set the conceptual basics in the identification and solution of the problems. The strengths and weaknesses of the organization as well as the opportunities and threats it has are revealed through measurement of organization health. Thus, it is strived to derive more resources from the strengths, and to improve and strengthen the weaknesses (Ardiç & Sema, 2007) (Yüceler & Burcu, 2013, p. 138)

3. Study Methodology :

3.1. Sample:

Dataused in this study were collected using a questionnaire with items obtained through an earlier investigation of the literature and based on scale (Hart, Wearing, Conn, Carter, & Dingle, 2000). The questionnaire consisted of demographic characteristics of the respondents and multiple-item survey Instruments.

The population of the study was 230 employees, A   total   of

100 copies of questionnaires were distributed for the survey, 85 employees have returned completed questionnaires with response rate of 36.95%.

3.2. Measures:

The data were obtained by means of a self-reported questionnaire including a socio-demographic section and the OHQ (Hart et al. 2000). The original version of OHQ consisted of 57 items grouped in 12 sub-dimensions, but in this study we used 36 items grouped in 9 sub-dimension: **Morale**(**M**, 4 items), **Effective Discipline Policy** (**EDP**, 4 items), **Excessive Work Demands**(**EWD**, 4 items), **Goal Congruence**(**GC**, 4 items), **Participative Decision Making**(**PDM**, 4 items), **Professional Growth**(**PG**, 4 items), **Professional Interaction**(**PI**, 4 items), **Role Clarity**(**RC**, 4 items), **Support Leadership**(**SL**, 4 items).the measure was assessed on a five point Likert format with a scale of 1=**strongly disagree** to 5=**strongly agree**.

3.3. normality distribution test of study variables :

Before reviewing the results of the field study, we must obtain the result of **Kulmogorov-Smirnov** distribution test **(K-S)**.and we have acquired the following table

Table 1 : the results of the test normality distribution of this study

the variable	K-S	sig
Oragnizationl health	0.182	0.00

Source: Prepared by the researchers based on the output (spss).

Table (01) shows that the probability value **(Sig.)** Of the organizational health variable was less than the level of significance **(α = 0.01),** so we can say that the study data is not subject to normal distribution, which leads us to take another type of tests They are called non-parametric tests to answer questions and hypotheses of the study.

3.4. Reliability:

Reliability of the multi-item scale for each dimension was measured usingCronbach alphas measures of reliability were above therecommended minimum standard of 0.60 .

Table 2 : the results of the test Reliability .

the variable	Cronbach'sAlpha
Oragnizationl health	0.980

Source: Prepared by the researchers based on the output (spss).

4. Study Results :

4.1. The Description of the Study Sample:

4.1.1. The Demographic variables of the study sample :

We will address the diagnosis and analysis of Demographic data through three basic variables: gender, employee age, educational level, where we have reached after the processing of the data to the following results:

Table 3: the Demographic variables of the study sample

Variables	Demographic	Frequency	%
Gender	Male Female	71 14	83.5 16.5
Age	20-30 31-40 41-49 50 years and above	28 18 21 18	32.9 21.2 24.7 21.2
Educational level	Secondary Technical L Master Engineer	25 27 11 5 17	29.4 31.8 12.9 5.9 20

Source: Prepared by the researchers based on the output (spss).

It is clear from the **table (03)**, that the study sample consists of the majority of **males (83.5%)**, and **(67.1%)** of the sample Exceeded 30 years old, and We noted that the majority of the study sample had a high level (secondary and up), and this's an indication that a high proportion of members of the study population are aware and qualified to a high level, which enables them to provide logical answers and transparency which is required on the Study within the Djelfa mills complex , which helped us even more to diagnose and analyze the variables of study within the complex.

4.1.2. the Functional variables of the study sample:

We will address the diagnosis and analysis of Functional data through three basic variables: Job level, Functional experience, The nature of the job, and we have reached after the processing of the data to the following results:

Table 4: the Functional variables of the study sample

Variables	Demographic	Frequency	%
Job level	Top level	09	10.6
	Middle level	31	36.5
	lower level	45	52.9
Functional experience	Less than 5	21	24.7
	6-15 years	27	31.8
	16-25 years	21	24.7
	26 years and above	16	18.8
The nature of the job	Productive	33	38.8
	Technical	30	35.3
	Administrative	16	18.8
	Mixed	06	7.1

Source: Prepared by the researchers based on the output (spss).

It is clear from **table (04)**, that (75.3%) of the respondents have years of experience (more than 5 years), and we also noted that (38.8%) of jobs were of a productive nature, and this Percentage was predictable for the Djelfa mills complex as it is requiring jobs of this type.

4.2. Presentation of the level of awareness the dimensions of organizationalhealth of workers at Djelfa Mills Complex:

The objective of this result is to give a visualisation of the reality of organizational health in Djelfa mills complex

Table 5: Means and standard deviations of the workers responses to the dimensions organizational health in complex

the dimensions	Mean	Std. Deviation	General level	Ranking
Morale	3.250	0.642	Medium	1
Goal Congruence	2.9500	0.618	Medium	7
Effective Discipline Policy	3.1765	0.990	Medium	2
Excessive WorkDemands	2.9000	0.518	Medium	8
Professional Growth	3.0765	0.590	Medium	4
Participant decisionmaking	2.8824	0.798	Medium	9
Professional Interaction	2.9941	0.812	Medium	6

RoleClarity	*3.0824*	*0.998*	**Medium**	**3**
Supportive leadership	*3.0559*	*0.949*	**Medium**	**5**
The O H	*3.0686*	*0.820*	**Medium**	**-**

Source: Prepared by the researchers based on the output (spss).

It is clear from **table (05)** that the level of awareness of organizational health dimensions was an average in the study sample, This is reflected by the weighted average arithmetic of this variable as it reached **(3.068)**, with a standard deviation of **(0.820)**, which indicates that there is no significant discrepancy in the answers of the study sample.

the mean score for Morale **(M)** was 3.250 (SD, 0.642); the mean score for Effective Discipline Policy **(EDP)** was 3.176 (SD, 0.990); the mean score for Role Clarity **(RC)** was 3.082 (SD, 0.998); the mean score for Professional Growth **(PG)** was 3.076 (SD, 0.590)); the mean score for Supportive leadership **(SL)** was 3.055 (SD, 0.949); the mean score for Professional Interaction **(PI)** was 2.994 (SD, 0.812); and the mean score for Goal Congruence **(GC)** was 4.25 (SD, 0.29); and the mean score for Work Demands **(WD)** was 2.900 (SD, 0.512); and the mean score for Participant decision making **(PDM)** was 2.882 (SD, 0.798).

According to these findings, there is a strong justification for accepting the main hypothesis, which states: "The level of awareness of the organizational health dimensions of workers in Djelfa Mills Complex is average".

5. Conclusion :

5.1.Results:

✓ forming and developing the organizational health reduces the organization costs while positively influencing many factors such as organization effectiveness, work satisfaction, organizational commitment, organizational performance and employee health.

✓ The perception of the level of organizational health was average among the study sample, which is reflected in the average level for most of its dimensions, it has come the Morale in the first place, followed by Effective Discipline Policy in the second place, followed by Role Clarity in the third place, followed by Professional Growth in the fourth place, in the Fifth place is Supportive leadership , followed by Professional Interaction in the Sixth place, followed by Goal Congruence in the Seventh place, the Eighth place were Excessive Work Demands, And in last place Participant decision making. as we recorded all achieved at Intermediate levels**.**

5.2. Recommendations :

✓ Organization health must be enhanced in order to retain the human resources, which are an extremely important value for the employers.

✓ The managers should make efforts towards enhancing organization health of the enterprises to increase commitment of the employees and keeping the personnel turnover rate low.

✓ Enhancing the availability of morale in Djelfa Mills Complex through providing moral and material incentives, developing work procedures and improving the organizational climate.

✓ Work to strengthen the relations of cooperation and cordiality among employees by encouraging social events.

- ✓ The necessity to adopt complex strategies that contribute to Enhance employees' knowledge of the objectives and future vision of the complex.
- ✓ The necessity workers to contribute in the making of some decision.

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