



# Organizational Health in Amando Cope College: A Basis for Developing Strategic Plan

Federico B. Engay\*

*Faculty, College of Business Administration and Management, Amando Cope College, Tabaco City, Philippines*

**Abstract**—Work is an important activity in one's life. It provides individuals with improved chances of experiencing health, financial, and social advantages in life. The objective of the study is to determine the organizational health of the institution, whether it is balanced with the stakeholders' expectation or whether it should improve its current practices and policies that would affect the employees' morale and productivity. It was found out that majority of the employees in Amando Cope College have 1-5 years of experience in their respective field of specialization, likewise, most of the respondents were engaged in teaching professions, along soft or hard skills, it was also found out that teaching and mentoring were the most relevant to their position. On the other hand, board passer, educationally prepared and experiential readiness were found to be the respondents' achievements under career profile. On professional goal; enhance expertise in one's field, earn a higher salary, grow professional network, and obtain higher credentials were found to be their career objectives in joining the organization. The two groups of respondents rated the following: leadership, employees, workplace, and success shows that the healthy career trajectory are always manifested. The two groups of respondents rated the indicators along employees engagement; work with co-workers in the attainment of organization's goals and accountabilities are made clear to everyone in one's team, understand changes in the organization, and engaged happily in one's work were found to be engaged in full extent. In the light of the foregoing findings and conclusions, the following recommendations are offered: The organization's management should provide its personnel with trainings, seminars, activities, and appraisal program to further enhance their skills and capabilities; Administrators may be encouraged to revisit organizational practices that characterize the organization; the institution may implement new strategies to uplift the employees' morale and well-being like recognition, rewards, incentives and appreciation; and the Office of the President may be furnished with the strategic plan offered by different department head using the researcher's formatted template.

**Index Terms**—organizational health, work engagement.

## 1. Introduction

Work plays an important role in one's life. Work is essential to the well-being of the individual and his/her dependents as it enables him/her to meet their many needs, including financial and psychosocial. It provides individuals with improved chances of experiencing health, financial, and social advantages in life. While acknowledging the importance of work and its contribution to well-being, it is equally significant to recognize

the negative impact of the working environment on the health and well-being of individuals in general. This is because, work is becoming more fluid and less bound by space and time because of globalization, economic liberalization, and technology diffusion.

The organization of work has been changing in response to an array of economic, technological, legal, political, and socio-cultural forces across the globe, thereby creating a complex effect on markets, on organizations and on individuals. Work today is predominantly knowledge-based, offers increased responsibility, better compensation, and higher learning opportunities; the concern however, is about the potential negative effects of these work organization changes that prompt action. Fast-paced work, continuous demand to learn and use newer technologies, and reduced people interaction are all causing significant stress on employees, placing higher demands on employees' well-being, and in turn, on the health and efficacy of organizations. This is especially true for people working in knowledge intensive working environment today. (Raya & Pannersevam, 2013).

For decades we've seen companies' fortunes rise and fall based on their ability to react and recover quickly from geopolitical shocks, technological advances, economic uncertainty, competitor's bold moves, and other disruptions. Amid this volatility, which these days is accelerating rather than abating, many have a hard time staying the course. But some continue to survive and thrive despite the challenges. It's important to take time, however, not just to spin up new activities but rather to think about how to run the business differently and factor both health and performance into daily actions. The causes of, and conditions for, organizational health are always changing. Just as medical associations continually update their recommendations on diet and fitness, so must the business community regularly monitor its practices and performance. The companies that do can differentiate themselves from others in the marketplace. They can more readily identify the kind of talent they need and the specific behaviours it will take to achieve their organizational objectives. Organizational health can put companies on a fast track to performance and a commitment to sustained health can keep them there. (Camp et al., 2024).

Companies with superior organizational health are better able than their peers to provide safe work environments,

\*Corresponding author: erickhot.spicy@yahoo.com

thereby limiting their exposure to financial, operational, and reputational risks. Indeed, companies in the top quartile in organizational health have six time fewer safety incidents than those in the bottom quartile. The relationship between health and performance can be quantified in other ways too, including in the areas of talent and culture. Employees and leaders in unhealthy cultures often focus on what made them successful in the past rather than on what may be required going forward, and their entrenched behaviours and ways of working can take on a life of their own. Sustained organizational success comes down to leaders gathering the data that will help them understand which behaviours can help them meet their performance goals as well as the type and scale of health improvements their organization should target. It's critical for leaders to establish a baseline of the organization's current strengths as well as the strengths it is targeting. With that baseline in mind, leaders can set clear behavioural priorities and begin to act, but it's also critical to remember that context matters. Organizations will need to launch health interventions that are specific to the business, their performance goals, and their customer value propositions.

Organizational health is a key factor that can help business boost their performance. With so many businesses enduring misalignment of key processes, low morale, and high turnover rates, organizational health is an aspect that often gets pushed to the side. Organizational health refers to a range of particular qualities that make up a forward-thinking, cooperative, dynamic, and innovative organization that is both high functioning and high performing in the long term. An organizational health assessment examines several areas of the organization and perform gap analysis to assess where it might benefit from clarifying, training, defining, tightening systems or setting direction/planning. It is important to perform organizational health assessment on a regular basis as it provides insight into operations and provides a mechanism for improvements over time. It also helps to establish a culture where employees see that their voice counts, move towards excellence, and remain committed to the future success of the organization. To keep the momentum going, organizations must continuously implement changes based on what they learn.

## 2. Methodology

The researchers used the Quantitative/Descriptive research and Evaluative as its research design. The reason why this type of research was used because survey results can be depicted in numerical form and after carefully collecting structured observations and understanding these numbers, it is possible to predict the future of the service to establish causal relationship and make changes accordingly. It primarily centers on the analysis of numerical data and utilizes inferential statistics to derive conclusions that can be extrapolated to the broader population. The participants of this study are the fifty (50) regular employees of Amando Cope College which consists of deans and unit heads, teaching personnel, and other regular employees who belong to the rank and file. Total enumeration was applied to determine the respondents involved in the study.

A self-made questionnaire composed of checklist and a rating scale was the main instrument used in gathering the data needed. It has four parts: Part I determined the career profile of the respondents in terms of, the nature of job which they have most experience; the soft or hard skills relevant to their position; the achievements; and their professional career goals. Part II assessed the organization's manifestation of a healthy career trajectory specifically along: workplace, employees, leadership, culture, and success. Part III was the rating scale that assessed the respondents' level of work engagement in the organization; and Part IV was the structured checklist of the respondents' proposed recommendations to achieve a high level of organizational health in Amando Cope College. After the research instrument had been drafted, the same was submitted to the Research Committee of the institution for content validation and further refinement by including therein the suggestions which composed of various variables and the recommendation to further simplify the questionnaire.

## 3. Results and Discussion

Organizational health determines a company's ability to develop, communicate, and follow a common business strategy by maintaining a highly engaged workforce. It is composed of various psychological, physiological, and social components which ensures all employees have a shared vision of the company's goals, values and strategy and can be achieved through consistent effort and collaboration of members of the team. Creating a system where the management can assess the organizational health brings more clarity into the overall health of the organization. People at different levels of hierarchy often have different perceptions of each of the indicators of organizational health. By digging deeper and looking into these discrepancies the management could able to identify the areas that need immediate attention.

This section explored the career profile of the respondents which, was categorized into two groups, the deans/unit heads/full time teachers and the rank and file employees. Table 1 presents the distribution of respondents that responded to the career profile. It implies that majority of the employees of Amando Cope College have 1-5 years of experience on their respective field of specialization. Employees are more likely to stay in the organization that offers clear path for career advancement and professional development. Opportunities for promotions, skills enhancement and learning new methodologies and technologies are highly valued.

The deans/program heads/full-time time teacher respondents rated the manifested organizational health along workplace using five (5) indicators. It was shown that the indicator: *managers believe that employees well-being was a key to performance* got the highest weighted mean of 4.35 with an adjectival description of always manifested; followed by *employees are empowered to be innovative in their jobs* with the rating of 4.24; *employees were supported to learn and to develop their potentials* with 4.19; *working relationships were based on mutual respect* (4.16) and *employees contributions were valued and recognized* with a weighted mean of 3.97 described as sometimes manifested.

Table 1  
Career profile of respondents

Components	Deans/Unit Heads/Full Time Teachers		Rank and File Employees		Total	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
<b>Years of Experience on the Field of Specialization</b>						
1-5 years	19	51.35	1	16.67	20	46.51
6-10 years	9	24.32	4	66.66	13	30.23
11-15 years	3	8.11	0	0.00	3	6.98
16-20 years	3	8.11	0	0.00	3	6.98
21 years and above	3	8.11	1	16.67	4	9.30
<b>Nature of Job Experienced</b>						
Blue collar job	0	0.00	1	16.67	1	2.33
Office work	9	24.32	5	83.33	14	32.56
Teaching	26	70.27	0	0.00	26	60.46
Managerial	2	5.41	0	0.00	2	4.65
<b>Soft or Hard Skills Relevant to the Position</b>						
Labor work skill	0	0.00	3	50.00	3	6.98
Vocational/technical skills	2	5.40	2	33.33	4	9.30
Teaching/Mentoring skills	26	70.27	0	0.00	26	60.46
Demonstrating skills	8	21.62	0	0.00	8	18.60
Secretarial skills	2	5.40	1	16.66	3	6.98
Accounting skills	4	10.81	0	0.00	4	9.30
Financial Management skills	2	5.40	0	0.00	2	4.65
ICT skills	4	10.81	0	0.00	4	9.30
Leadership/Managerial skills	8	21.62	0	0.00	8	18.60
<b>Achievement</b>						
Experiential readiness	6	16.22	5	83.33	11	25.58
Educationally prepared	11	29.73	1	16.55	12	27.91
Board Passer	20	54.05	0	0.00	20	46.51
<b>Professional Career Goals</b>						
Gain an internship abroad	2	5.40	3	50.00	5	11.63
Increase core skills	17	45.94	2	33.33	19	44.19
Grow professional network	25	67.56	1	16.66	26	60.47
Advance in an organization	15	40.54	1	16.66	16	37.21
Obtain higher credentials	21	56.75	1	16.66	22	51.63
Earn a higher salary	25	67.56	2	33.33	27	62.79
Pursue another career	6	16.21	1	16.66	7	16.28
Enhance expertise in one's field	27	72.97	1	16.66	28	65.12
Obtain a managerial position	5	13.51	0	0.00	5	11.63
Become a mentor	8	21.62	0	0.00	8	18.60
Receive a meritorious award in the organization	5	13.51	0	0.00	5	11.63

The rank and file employee respondents rated the five (5) indicators with the following numerical ratings. These are: *working relationships were based on mutual respect* with a weighted mean of 4.83; followed by *employees were supported to learn and to develop their potentials* with 4.83; *employees contributions were valued and recognized* with 4.33; *employees were empowered to be innovative in their jobs* and *managers believe that employees well-being was a key to performance* with the same weighted mean of 4.17.

The average weighted means obtained from the ratings given by the two groups of respondents are as follows: *employees were supported to learn and develop their potentials* with 4.51; *working relationships were based on mutual respect* with 4.50; *managers believe that employees well-being was a key to performance* with 4.26; *employees were empowered to be innovative in their jobs* 4.21; and *employees' contributions were valued and recognized* with a weighted mean of 4.15. On the average, the level of manifested organizational health along *workplace* has an average weighted mean of 4.33 which was interpreted as *always manifested*.

The results revealed that the highest level of manifested organizational health along workplace was on the *employees who were supported to learn and to develop their potentials*; and the lowest weighted mean was obtained along indicators on *employees contributions were valued and recognized*. It means

that employees were well supported by the management in developing their potentials. Nurturing high-potential employees has been shown to drive business success. Indeed, companies that invest in skills and development programs for employees are more than twice as likely to meet their performance targets, and more than four times as likely to excel at organizational growth, according to data from Brandon Hall Group (2021). The benefits of investing in the potential of high-potential team members are tangible and measurable. High-performing employees are those superstars who have been modeling extraordinary behaviors for a long time. High-potential employees show deep promise, but are only beginning to demonstrate that superior level, caliber, and consistency of work. Hence it is important that professional development is meant to improve employee's skills and knowledge so they can progress in their overall career path, not just build their skill set for a particular role. While it is ultimately the individual's responsibility to own their professional development, it is to the employer's benefit to encourage continuing education by ensuring that employees have access to both internal and external learning opportunities. The results further imply that employees' potentials are clearly identified and the management must take into consideration the development of the employees by giving them the chance to enroll at their chosen institution in order for them to pursue their graduate

Table 2  
Level of manifested organizational health along workplace

Indicators	Deans/Unit Heads/Full Time Teachers		Rank and File Employees		Average	
	WM	AD	WM	AD	WM	AD
	Employees are empowered to be innovative in their jobs	4.24	Always Manifested	4.17	Often Manifested	4.21
Working relationships are based on mutual respect	4.16	Often Manifested	4.83	Always Manifested	4.50	Always Manifested
Employees are supported to learn and to develop their potentials	4.19	Often Manifested	4.83	Always Manifested	4.51	Always Manifested
Employees contributions are valued and recognized	3.97	Sometimes Manifested	4.33	Always Manifested	4.15	Often Manifested
Managers believe that employees well-being is a key to performance	4.35	Always Manifested	4.17	Often Manifested	4.26	Always Manifested
<b>Average</b>	<b>4.18</b>	<b>Often Manifested</b>	<b>4.47</b>	<b>Always Manifested</b>	<b>4.33</b>	<b>Always Manifested</b>

studies, and giving them technical and financial assistance. Employers who invest in the development of their employees to hone strengths and acquire needed skills that will better equip them for their current roles. This adds more value to the work they do and directly benefits the organization.

The five (5) components of manifested organizational health are workplace, employees, leadership, culture and success. In order for an organization to thrive in the ever-changing environment, it must establish distinct dynamic strategies that enable their competitive advantages. The employees' performance and well-being reflect the overall performance of the organization which could have an impact on the organization's success or failure, either directly or indirectly. Table 2 shows the results.

The deans/program heads/full-time time teacher respondents rated the manifested organizational health along workplace using five (5) indicators. It was shown that the indicator: *managers believe that employees well-being is a key to performance* got the highest weighted mean of 4.35 with an adjectival description of always manifested; followed by *employees are empowered to be innovative in their jobs* with the rating of 4.24; *employees are supported to learn and to develop their potentials* with 4.19; *working relationships are based on mutual respect* (4.16) and *employees contributions are valued and recognized* with a weighted mean of 3.97 described as sometimes manifested. The rank and file employee respondents rated the five (5) indicators with the following numerical ratings. These are: *working relationships are based on mutual respect* with a weighted mean of 4.83; followed by *employees are supported to learn and to develop their potentials* with 4.83; *employees contributions are valued and recognized* with 4.33; *employees are empowered to be innovative in their jobs* and *managers believe that employees well-being is a key to performance* with the same weighted mean of 4.17. The average weighted means obtained from the ratings given by the two groups of respondents are as follows: *employees are supported to learn and to develop their potentials* with 4.51; *working relationships are based on mutual respect* with 4.50; *managers believe that employees well-being is a key to performance* with 4.26; *employees are empowered to be innovative in their jobs* 4.21; and *employees' contributions are valued and recognized* with a weighted mean of 4.15. On the average, the level of manifested organizational health along workplace has an average weighted mean of 4.33

which is interpreted as *always manifested*.

The results revealed that the highest level of manifested organizational health along workplace is on the *employees who are supported to learn and to develop their potentials*; and the lowest weighted mean was obtained along indicators on *employees contributions are valued and recognized*. It means that employees are well supported by the management in developing their potentials. Nurturing high-potential employees has been shown to drive business success. Indeed, companies that invest in skills and development programs for employees are more than twice as likely to meet their performance targets, and more than four times as likely to excel at organizational growth, according to data from Brandon Hall Group (2021). The benefits of investing in the potential of high-potential team members are tangible and measurable. High-performing employees are those superstars who have been modeling extraordinary behaviors for a long time. High-potential employees show deep promise, but are only beginning to demonstrate that superior level, caliber, and consistency of work.

Hence it is important that professional development is meant to improve employee's skills and knowledge so they can progress in their overall career path, not just build their skill set for a particular role. While it is ultimately the individual's responsibility to own their professional development, it is to the employer's benefit to encourage continuing education by ensuring that employees have access to both internal and external learning opportunities. The results further imply that employees' potentials are clearly identified and the management must take into consideration the development of the employees by giving them the chance to enroll at their chosen institution in order for them pursue their graduate studies, and giving them technical and financial assistance. Employers who invest in the development of their employees to hone strengths and acquire needed skills that will better equip them for their current roles. This adds more value to the work they do and directly benefits the organization.

Along the area on employees, the indicator *employees actively collaborate in the interest of customers or client* was rated by the deans/program head/full-time teacher respondents with the highest weighted mean of 4.32 interpreted as always manifested; while *employees do their work with enthusiasm* with obtained a weighted mean of 4.30; *employees seek opportunities to contribute their skills and abilities* was given a

Table 3  
Level of manifested organizational health along employees

Indicators	Deans/Unit Heads/Full Time Teachers		Rank and File Employees		Average	
	WM	AD	WM	AD	WM	AD
	Employees actively collaborate in the interest of customers or client	4.32	Always Manifested	4.83	Always Manifested	4.56
Employees seek opportunities to contribute their skills and abilities	4.27	Always Manifested	4.33	Always Manifested	4.30	Always Manifested
Employees are passionate about meeting customer or client	4.16	Often Manifested	4.17	Often Manifested	4.17	Often Manifested
Employees do their work with enthusiasm	4.30	Always Manifested	4.50	Always Manifested	4.40	Always Manifested
Employees feel they have a personal stake for the future of the organization	4.14	Often Manifested	4.83	Always Manifested	4.49	Always Manifested
<b>Average</b>	<b>4.24</b>	<b>Always Manifested</b>	<b>4.53</b>	<b>Always Manifested</b>	<b>4.39</b>	<b>Always Manifested</b>

weighted mean of 4.27; *employees are passionate about meeting customer or client* was rated 4.16; and *employees feel they have a personal stake for the future of the organization* with a 4.14 weighted mean. The computed average rating is 4.24 described as *always manifested*.

The rank and file employee respondents also rated the five (5) indicators which were arranged in descending order of magnitude to wit: *employees actively collaborate in the interest of customers or client* with a weighted mean of 4.83; *employees feel they have a personal stake for the future of the organization* with 4.83; *Employees do their work with enthusiasm* with 4.50; *employees seek opportunities to contribute their skills and abilities* 4.33 and *Employees are passionate about meeting customer or client* with 4.17 weighted mean. The computed average of the weighted mean is 4.53 with an adjectival description of *always manifested*. The average of the computed weighted means as rated by the two groups of respondents are as follows: *employees actively collaborate in the interest of customers or client* with 4.56; *employees feel they have a personal stake for the future of the organization* with 4.49; *employees do their work with enthusiasm* with 4.40; *employees seek opportunities to contribute their skills and abilities* with 4.30 and *employees are passionate about meeting customer or client* with 4.17. The over-all average level of manifested organizational health along employees has a value of 4.39, which is *always manifested*.

The results mean that employees' are the driving factors behind organizational success. Employee interactions set the tone for a positive experience customer experience. Over the course of time, this can have serious repercussions for a business.

De Franzo (2024) contended that satisfied employees help produce satisfied customers. Satisfied employees are likely to assist customers with a more pleasant demeanor and a higher level of customer service. This creates a more satisfying customer experience, increases customer loyalty, and ultimately drives to an increased profitability. Conversely, low employee satisfaction and overall low employee morale can negatively affect company operations greatly, causing dissatisfied customers and directly affect its revenue and profitability. One of the easiest ways to enhance employee experience is to ask for and welcome employees' feedback. They have great insight into customer needs. After all, they're the ones directly interacting with customers and hearing their

criticisms and compliments firsthand.

The rating of the first group of respondents along leadership in the nine (9) indicators arranged according to magnitude are as follows: *managers encourage employees to take initiative* with a numerical rating of 4.46 an indication that it is always manifested; *employees are trusted to do what is best for customers or clients* and *managers value and respect diverse perspectives, background and experiences* both with weighted mean of 4.41 always manifested; *employees have opportunities to contribute to creating a better workplace* with 4.27 always manifested; *employees feel responsible for living the values of the organization* with 4.22 always manifested; *promote collaboration and belongingness* with a numerical rating of 4.22 always manifested; *employees are able to improve their immediate work environment* with 4.14 often manifested; *ensures equitable opportunities for all members* with 4.08 often manifested and *managers actively work to dismantle barriers to participation and success for marginalized groups* with 4.08 often manifested.

On the other hand, the ratings given by the second group of respondents to the nine (9) indicators are the following: *employees feel responsible for living the values of the organization* with a numerical rating of 4.83 always manifested; *Promote collaboration and belongingness* with 4.83 always manifested; *employees have opportunities to contribute to creating a better workplace* with 4.67 always manifested; *ensures equitable opportunities for all members* with 4.67 always manifested; *managers actively work to dismantle barriers to participation and success for marginalized groups* 4.50 always manifested; *employees are trusted to do what is best for customers or clients* with a numerical rating of 4.50 always manifested; *Managers encourage employees to take initiative* with 4.50 always manifested; *ensures equitable opportunities for all members* with 4.67 always manifested; and *managers value and respect diverse perspectives, background and experiences* with 4.33 always manifested.

The combined average of two groups of respondents depicts the following results: *promote collaboration and belongingness* with a numerical rating of 4.53 always manifested; *employees feel responsible for living the values of the organization* with 4.51 always manifested; *managers encourage employees to take initiative* with 4.48 always manifested; *employees have opportunities to contribute to creating a better workplace* with 4.47 always manifested; *Employees are trusted to do what is*

Table 4  
Level of manifested organizational health along leadership

Indicators	Deans/Unit Heads/Full Time Teachers		Rank and File Employees		Average	
	WM	AD	WM	AD	WM	AD
	Managers encourage employees to take initiative	4.46	Always Manifested	4.50	Always Manifested	4.48
Employees are able to improve their immediate work environment	4.14	Often Manifested	4.33	Always Manifested	4.24	Always Manifested
Employees have opportunities to contribute to creating a better workplace	4.27	Always Manifested	4.67	Always Manifested	4.47	Always Manifested
Employees feel responsible for living the values of the organization	4.22	Always Manifested	4.83	Always Manifested	4.51	Always Manifested
Employees are trusted to do what is best for customers or clients	4.41	Always Manifested	4.50	Always Manifested	4.46	Always Manifested
Managers value and respect diverse perspectives, background and experiences	4.41	Always Manifested	4.33	Always Manifested	4.37	Always Manifested
Ensures equitable opportunities for all members	4.08	Often Manifested	4.67	Always Manifested	4.38	Always Manifested
Promote collaboration and belongingness	4.22	Always Manifested	4.83	Always Manifested	4.53	Always Manifested
Managers actively work to dismantle barriers to participation and success for marginalized groups	4.08	Often Manifested	4.50	Always Manifested	4.29	Always Manifested
<b>Average</b>	<b>4.25</b>	<b>Always Manifested</b>	<b>4.57</b>	<b>Always Manifested</b>	<b>4.41</b>	<b>Always Manifested</b>

Table 5  
Level of manifested organizational health along culture

Indicators	Deans/Unit Heads/Full Time Teachers		Rank and File Employees		Average	
	WM	AD	WM	AD	WM	AD
	The organization has strong people-focused values	4.35	Always Manifested	4.33	Always Manifested	4.34
Employees knew and personally identify with the values of the organization	4.16	Often Manifested	4.33	Always Manifested	4.25	Always Manifested
Supervisors are selected based on skills	4.11	Often Manifested	4.67	Always Manifested	4.39	Always Manifested
Employees are involved in planning and implementing change	4.27	Always Manifested	4.17	Often Manifested	4.22	Always Manifested
There is a sense of unity in the workplace	3.84	Often Manifested	4.33	Always Manifested	4.09	Often Manifested
<b>Average</b>	<b>4.15</b>	<b>Often Manifested</b>	<b>4.37</b>	<b>Always Manifested</b>	<b>4.26</b>	<b>Always Manifested</b>

*best for customers or clients* 4.46 always manifested; *ensures equitable opportunities for all members* with a numerical rating of 4.38 always manifested; *managers value and respect diverse perspectives, background and experiences* with 4.37 always manifested; *managers actively work to dismantle barriers to participation and success for marginalized groups* with 4.29 always manifested, and *Employees are able to improve their immediate work environment* with 4.24. The over-all average is 4.41 which is always manifested.

This implies that effective leadership has a significant impact on organizational performance as it inspires team performance, ensures organizational goals are achieved, and ensures that the organization's culture is enhanced. This is evident by the same responses of the two (2) groups of respondents who are the employees of Amando Cope College. The results affirm the findings of Langat (2023). Influential leaders positively impact the work environment. They create an environment where employees respect and trust each other, leading to a cohesive team. This is because employee motivation, psychological safety and morale are high with good leadership. An effective leader knows that setting a good example is one of the best ways to inspire others. This can include a high degree of self-awareness, striving to build positive relationships, and

generally practicing good leadership. By behaving in a way that epitomizes the values and goals of their organization, they can show others what it means to be a committed and successful leader. This helps in, among other things managing expectations.

It implies further that with strong leadership between officers and employees, the management of the organization is facilitative. It is very easy for the management of the organization when there is collaboration among the different stakeholders. The tie up between and among the people and institution involved will ensure understanding and easy alliance and exchange of knowledge, skills and attitudes.

The indicator along culture rated by the first group of respondents reveals that *the organization has strong people-focused values* was rated with the highest numerical rating of 4.35, interpreted as *always manifested*. Followed by the indicator *employees are involved in planning and implementing change* with 4.27; *employees knew and personally identify with the values of the organization* with numerical rating of 4.16; *Supervisors are selected based on skills* 4.11 while the remaining indicator which got the lowest numerical rating of 3.84 was *there is a sense of unity in the workplace* with adjectival description of often manifested.



Table 6  
Level of manifested organizational health along success

Indicators	Deans/Unit Heads/Full Time Teachers		Rank and File Employees		Average	
	WM	AD	WM	AD	WM	AD
	The organization supports the community causes and employees volunteering	4.14	Often Manifested	4.50	Always Manifested	4.32
Clear ethical principles guide relationships with community/stakeholders	3.89	Often Manifested	4.17	Often Manifested	4.03	Often Manifested
The organization acts in environmentally responsive ways	4.19	Often Manifested	4.50	Always Manifested	4.35	Always Manifested
The organization has a long-range plan for renewing its workforce	4.19	Often Manifested	4.33	Always Manifested	4.26	Always Manifested
Managers demonstrate responsible business practices	4.32	Always Manifested	4.67	Always Manifested	4.50	Always Manifested
<b>Average</b>	<b>4.15</b>	<b>Often Manifested</b>	<b>4.43</b>	<b>Always Manifested</b>	<b>4.29</b>	<b>Always Manifested</b>

The second group respondents rated the five (5) indicators with the following: *supervisors are selected based on skills* with a numerical rating of 4.67; *the organization has strong people-focused values*; *employees knew and personally identify with the values of the organization* and *there is a sense of unity in the workplace* got the same numerical rating of 4.33.

The combined averages of level of manifested organizational health along culture have the following obtained findings: *supervisors are selected based on skills* with 4.39; *the organization has strong people-focused values* (4.34); *employees knew and personally identify with the values of the organization* (4.25); *employees are involved in planning and implementing change* (4.22); and *there is a sense of unity in the workplace* with 4.09. The over-all average is 4.26 which is *always manifested*. The results manifest that the level of manifested organizational health along culture is *always manifested*.

Organizational culture is an essential component of an organization that has evoked various studies to determine and establish its relationship with organizational performance and sustainability. It has always been considered to have deep impact and importance on the variety of organizational process, employees and its performance and an important element to unify various company cultures in the corporate group structure. The results affirmed by the study of Waterman (2012). That if employees are committed and have the same norms and value as the organizations, it could increase performance towards achieving the overall organization goals. It further implies that organizations and employees have clear spelt out work ethics, are like-minded and hold similar beliefs and values, guided by values of consistency, adaptability and effective communication system, gives employees a sense of identity which increases their commitment to work and ultimately leads to better performance.

The last area covered in this study is level of manifested organizational health along success. The following are the weighted means of the first group of respondents which are arranged in the order of magnitude: *Managers demonstrate responsible business practices* with 4.32; *the organization has a long-range plan for renewing its workforce* (4.19); *the organization acts in environmentally responsive ways* (4.19); *the organization supports the community causes and employees volunteering and preferences* with 4.14 and *Clear ethical principles guide relationships with community/stakeholders*

with 3.89. These ratings have an average of 4.15 with an adjectival description of *often manifested*.

The second group of respondents, on the other hand, rated the indicators with the following: *Managers demonstrate responsible business practices* (4.67); the indicators *the organization supports the community causes and employees volunteering* and *the organization acts in environmentally responsive ways* got the same weighted mean of 4.50; *the organization has a long-range plan for renewing its workforce* with 4.33 and lastly *clear ethical principles guide relationships with community/stakeholders* with 4.17. The computed average has a value of 4.43 with an adjectival description of *always manifested*.

The combined averages of the level of manifested organizational health along success have the following obtained findings: *managers demonstrate responsible business practices* with 4.50; *the organization acts in environmentally responsive ways* (4.35); *the organization supports the community causes and employees volunteering* (4.32); *the organization has a long-range plan for renewing its workforce* with 4.26 and *clear ethical principles guide relationships with community/stakeholders* with 4.03. The over-all average is 4.29 which is *always manifested*.

According to Crowell (1998) success in today's highly competitive marketplace will impose new and different demands on organizations. In many industries, a variety of highly similar products and services proliferate to the point where it is not uncommon for customers to have difficulty differentiating one from another. The road to corporate success no longer can be traversed merely with good products and excellent service. Now, more than ever, companies must look to their human resource, not just to their goods and services, as a primary means to insure continued profitability. It is commonly believed that an organization is successful when it can achieve certain outcomes that allow it to be profitable and competitive in its own industry or marketplace.

The exact nature of these outcomes depends on the organization itself, but can include such things as the realization of certain sales, revenues, or market share levels, the attainment of certain production figures, the maintenance of certain quality standards or even the occurrence of certain safety records. Organizations are accustomed to examining their own outcomes as a routine part of tracking corporate well-being and success. Obviously, outcomes are not the result of one or two

Table 7  
Level of manifested organizational health along the five (5) components

Indicators	Deans/Unit Heads/Full Time Teachers		Rank and File Employees		Overall Average	
	AWM	AD	AWM	AD	AWM	AD
Workplace	4.18	Often Manifested	4.47	Always Manifested	4.33	Always Manifested
Employees	4.24	Always Manifested	4.53	Always Manifested	4.39	Always Manifested
Leadership	4.25	Always Manifested	4.57	Always Manifested	4.41	Always Manifested
Culture	4.15	Often Manifested	4.37	Always Manifested	4.26	Always Manifested
Success	4.15	Often Manifested	4.43	Always Manifested	4.29	Always Manifested
<b>Overall Average</b>	<b>4.19</b>	<b>Often Manifested</b>	<b>4.47</b>	<b>Always Manifested</b>	<b>4.34</b>	<b>Always Manifested</b>

people, or even a single department. Today, all elements of an organization must pull together in order to achieve corporate success.

#### 4. Summary of the Level of Manifested Organizational Health

A summary of the results on the level of manifested organizational health along the five (5) components is shown in Table 7. The numerical ratings and the corresponding adjectival descriptions were lifted from the previous tables presented.

The first group of respondents rated the component *leadership* with the highest average rating of 4.25; followed by *employees* with 4.24; *workplace* with 4.18; *culture* and *success* got the same rating of 4.15. The average has a value of 4.19 with an adjectival description of *often manifested*.

The second group of respondents rated the five (5) components with the following: *leadership* with the highest average weighted mean of 4.57 which is *always manifested*; followed by *employees* with 4.53; *workplace* with 4.47; *success* (4.43) and lastly *culture* with 4.37. The composite average has a value of 4.47 with an adjectival description of *always manifested*.

The over-all average has the following ratings: *leadership* with a numerical rating of 4.41; followed by *employees* with 4.39; *workplace* with 4.33; *success* with 4.29 and *culture* 4.26. The level of manifested organizational health along the five (5) components has an average value of 4.34 with an adjectival description of *always manifested*.

It means that on average, the two groups of respondents perceived that the level of organizational health in Amando Cope College is always manifested. All components with very high level of manifestations may be sustained through unification under a shared vision, skillfully execute strategies, and dynamically evolve in response to market shifts and internal demands to maintain innovation and relevance.

#### 5. Employees' Work Engagement in the Organization

Another area being considered by the proponent is the employees work engagement in the organization. Employees make decisions and take actions every day that can directly affect the workforce and the organization. Table 8 presents the results.

The first group of respondents rated the twenty (20) indicators with the following: *engaged in putting trust to senior leader in leading the organization for its future success* with a numerical rating of 4.49; *engaged in becoming a loyal member of the organization* with 4.46; *engaged in understanding the company's plan for the future success* (4.38); *work with co-*

*workers in the attainment of organization's goals and believed on the capabilities of other members on one's team* got the same numerical rating of 4.32; *understand changes in the organization* 4.27; the indicators *engaged happily in one's work*, *engaged in knowing how to fit into the organization's future plans* and *engaged in having trust in the organization for manifesting fair treatment to all employees* have the same weighted mean of 4.22; followed by *engaged in the opportunities for advancement or promotion in the organization* 4.19; the indicators *engaged in obtaining information needed relevant to one's work*, *engaged in meeting personal needs with flexibility* and *engaged in one's development granted by immediate manager* got the same rating of 4.16; *goals and accountabilities are made clear to everyone in one's team* with 4.14; *engaged in evaluation/monitoring of job performance by the manager/or department head* and *engaged in sharing one's opinion for decision making* with 4.05 and *engaged in work at the prevailing condition of the workplace* with numerical rating of 4.00.

On the other hand, the second group of respondents rated the following indicators which are arranged according to the degree of magnitude: *goals and accountabilities are made clear to everyone in one's team* with the highest numerical rating of 4.67; the indicators *engaged happily in one's work*, *work with co-workers in the attainment of organization's goals*, *engaged in evaluation/monitoring of job performance by the manager/or department head*, *Understand changes in the organization* and *engaged in meeting personal needs with flexibility* got the same rating of 4.50; *engaged in the procurement of materials needed for one's job* and *appreciate the care offered by one's immediate head* with 4.33; *engaged in work at the prevailing condition of the workplace*, *engaged in the opportunities for advancement or promotion in the organization*, *engaged in obtaining information needed relevant to one's work*, *engaged in sharing one's opinion for decision making* and *engaged in knowing how to fit into the organization's future plans* with 4.17; *engaged in one's development granted by immediate manager* 4.00; *feel recognized of the contribution done for the organization's success*, *believed on the capabilities of other members on one's team*, *engaged in putting trust to senior leader in leading the organization for its future success* and *engaged in understanding the company's plan for the future success* have the same rating of 3.83; and last the indicators *engaged in having trust in the organization for manifesting fair treatment to all employees* and *engaged in becoming a loyal member of the organization* have the same numerical rating of 3.67.



Table 8  
Employees' work engagement in the organization

Indicators	Deans/Unit Heads/Full Time Teachers		Rank and File Employees		Overall Average	
	WM	AD	WM	AD	AWM	AD
	Engaged happily in one's work	4.22	Engaged to the fullest extent	4.50	Engaged to the fullest extent	4.36
Work with co-workers in the attainment of organization's goals	4.32	Engaged to the fullest extent	4.50	Engaged to the fullest extent	4.41	Engaged to the fullest extent
Engaged in work at the prevailing condition of the workplace	4.00	Engaged to the full extent	4.17	Engaged to the full extent	4.09	Engaged to the full extent
Engaged in the opportunities for advancement or promotion in the organization	4.19	Engaged to the full extent	4.17	Engaged to the full extent	4.18	Engaged to the full extent
Engaged in evaluation/monitoring of job performance by the manager/or department head	4.05	Engaged to the full extent	4.50	Engaged to the fullest extent	4.27	Engaged to the fullest extent
Engaged in the procurement of materials needed for one's job	3.89	Engaged to the full extent	4.33	Engaged to the fullest extent	4.11	Engaged to the full extent
Engaged in obtaining information needed relevant to one's work	4.16	Engaged to the full extent	4.17	Engaged to the full extent	4.17	Engaged to the full extent
Engaged in sharing one's opinion for decision making	4.05	Engaged to the full extent	4.17	Engaged to the full extent	4.11	Engaged to the full extent
Understand changes in the organization	4.27	Engaged to the fullest extent	4.50	Engaged to the fullest extent	4.39	Engaged to the fullest extent
Feel recognized of the contribution done for the organization's success	3.97	Engaged to the full extent	3.83	Engaged to the full extent	3.90	Engaged to the full extent
Engaged in meeting personal needs with flexibility	4.16	Engaged to the full extent	4.50	Engaged to the fullest extent	4.33	Engaged to the fullest extent
Appreciate the care offered by one's immediate head	4.38	Engaged to the fullest extent	4.33	Engaged to the fullest extent	4.35	Engaged to the fullest extent
Engaged in one's development granted by immediate manager	4.16	Engaged to the full extent	4.00	Engaged to the full extent	4.08	Engaged to the full extent
Goals and accountabilities are made clear to everyone in one's team	4.14	Engaged to the full extent	4.67	Engaged to the fullest extent	4.41	Engaged to the fullest extent
Believed on the capabilities of other members on one's team	4.32	Engaged to the fullest extent	3.83	Engaged to the full extent	4.07	Engaged to the full extent
Engaged in putting trust to senior leader in leading the organization for its future success	4.49	Engaged to the fullest extent	3.83	Engaged to the full extent	4.16	Engaged to the full extent
Engaged in understanding the company's plan for the future success	4.38	Engaged to the fullest extent	3.83	Engaged to the full extent	4.11	Engaged to the full extent
Engaged in knowing how to fit into the organization's future plans	4.22	Engaged to the fullest extent	4.17	Engaged to the full extent	4.19	Engaged to the full extent
Engaged in having trust in the organization for manifesting fair treatment to all employees	4.22	Engaged to the fullest extent	3.67	Engaged to the full extent	3.95	Engaged to the full extent
Engaged in becoming a loyal member of the organization	4.46	Engaged to the fullest extent	3.67	Engaged to the full extent	4.07	Engaged to the full extent
<b>Overall Average</b>	<b>4.20</b>	<b>Engaged to the full extent</b>	<b>4.17</b>	<b>Engaged to the full extent</b>	<b>4.19</b>	<b>Engaged to the full extent</b>

The computed average of the two groups of respondents has the following ratings: *work with co-workers in the attainment of organization's goals* and *goals and accountabilities are made clear to everyone in one's team* have the same numerical rating of 4.41 followed by *understand changes in the organization* 4.39; *engaged happily in one's work* 4.36; *appreciate the care offered by one's immediate head* 4.35; *engaged in meeting personal needs with flexibility* 4.33; *engaged in evaluation/monitoring of job performance by the manager/or department head* 4.27; *engaged in knowing how to fit into the organization's future plans* 4.19; *engaged in obtaining information needed relevant to one's work* 4.17; *engaged in putting trust to senior leader in leading the organization for its future success* with 4.16; the indicators *engaged in the procurement of materials needed for one's job* and *engaged in sharing one's opinion for decision making* got the same numerical rating of 4.11; *engaged in work at the prevailing condition of the workplace* with 4.09; *engaged in one's development granted by immediate manager* 4.08; *believed on the capabilities of other members on one's team* and *engaged in becoming a loyal member of the organization*

got a weighted mean of 4.07; *engaged in having trust in the organization for manifesting fair treatment to all employees* with 3.95 and lastly *feel recognized of the contribution done for the organization's success* with an numerical rating of 3.90. The computed average weighted means has a value of 4.19 which an adjectival description of *engaged to the full extent*.

Employee engagement is critical to any organization. Competence, autonomy, and psychological relatedness which are psychological needs, motivate the individual to initiate behavior essential for psychological health and well-being of an individual and if satisfied may lead to optimal function and growth. The basic needs of satisfaction have been found to directly relate to dedication of employees. Dedicated and meaningful work enables employees to realize how valuable they are within the organization and makes them engaged. Bolman and Deal (2014) suggested that there is an opportunity for employees' autonomy when self-determination is leveraged, and furthermore, employees can influence those around them. Meaningful work will allow for an increase in employees' participation; however, it does not guarantee that the employee will be engaged. The need for autonomy, intrinsic rewards, and

Table 9  
Recommendations

Recommendations	Deans/Unit Heads/Full Time Teachers	Rank and File Employees	Overall	
	Frequency	Frequency	Total Frequency	Rank
Autonomy/Empowerment; people are empowered in their roles and able to innovate on the job	23	3	26	8
Career progression; the opportunity for people to grow and develop in the company	30	5	35	1
Collaboration; employees easily work with other teams or colleagues without barriers or conflict	28	3	31	3
Communication; employees are getting enough info from the company about what's happening and do they feel being listened to	23	5	28	6
Company Leadership; employees believe and trust their senior leaders daily routine	20	3	23	11
Recognition; people should feel that they're recognized and appreciated	24	5	29	5
Supportive Management; managers are supporting their team to be successful	19	5	24	10
Diversity and Inclusion; workers feel that the organization is inclusive and fair to all employees	25	3	28	6
Compensation and Benefits; employees feel they're fairly rewarded with what they put in	29	3	32	2
Social Responsibility; workers feel the company is a good corporate citizen with a worthwhile cause	22	5	27	9
Work-life Balance; employees feel the company allows them to achieve the balance they need between work and personal life	27	3	30	4
Share set of values that guide behavior and decision-making within the organization	20	3	23	11
Manifest culture of trust where individuals feel safe to express themselves and are transparent about their actions	21	5	26	8
Encourage open and honest communication at all levels of the organization	24	3	27	7
Acknowledge and appreciate the contributions of individuals and promote a sense of belonging and motivation	22	5	27	7
Embrace diversity and promote inclusivity, respect and value differences among team members	25	3	28	6
Provide employees with the autonomy to make decisions and empower them to take ownership of their work	21	5	26	8
Make everyone feel valued and appreciated for achievement done to sustain engagement in work	24	3	27	7
Encourage employees to make decisions and control their work to make them feel more inspired	23	5	28	6
Encourage social responsibility and ethical behavior	25	3	28	6

influence are required to achieve employee engagement.

Employee engagement is related to the psychological experiences of people who shape their work process and behavior. Employee engagement is multidimensional; engaged employees are emotionally, physically, and cognitively engaged in their daily work. The organization has the responsibility to provide for the needs of employees by providing proper training and building a meaningful workplace environment; in turn, employees have the responsibility to provide a meaningful contribution to the organization.

#### A. Recommendations

The study also looked into the recommendations to the existing problems and challenges currently experiencing by the two groups of respondents. Pre-identified recommendations were provided. The respondents were asked to rank the twenty (20) given recommendations in the manifestation of organizational health in Amando Cope College. Table 9 shows the responses of the two group of respondents.

The ratings of the respondents are presented according to rank to wit: *career progression; the opportunity for people to grow and develop in the company* ranked as 1<sup>st</sup>; *compensation and benefits; employees feel they're fairly rewarded with what they put in* as second in rank; *collaboration; employees easily work with other teams or colleagues without barriers or conflict*

with rank of 4<sup>th</sup>; 5<sup>th</sup> in rank is *recognition; people should feel that they're recognized and appreciated*.

## 6. Conclusions

In the light of the foregoing findings, following conclusions are deduced:

1. Majority of the employees have 1-5 years of experience on their respective field of specialization, with experience in teaching prior to employment in Amando Cope College associated with teaching and mentoring skills. In addition, majority are board passers and wanted to enhance their expertise in their chosen field of career.
2. Among the five (5) components in organizational health manifested in Amando College, it is leadership that has the highest numerical rating of 4.41 which means *always manifested* while *culture* has the lowest numerical rating of 4.26 however it has a similar adjectival description which is *always manifested*.
3. The data shows that among the twenty (20) indicators along employees work engagement in the organization, the indicators *work with co-workers in the attainment of organization's goals and goals and accountabilities are made clear to everyone in one's*

*team are engaged to the full extent* as to compare with the other eighteen (18) indicators. The indicator *feel recognized of the contribution done for the organization's success* has the lowest weighted mean although with the same adjectival description.

- There is no significant difference on the level of manifested organizational health along *workplace, employees, leadership, culture* and *success*.

## 7. Recommendations

In the light of the foregoing findings and conclusions, the following recommendations are offered:

- The Amando Cope College may implement new strategies to uplift their morale and well-being as an employee like recognition, a healthy compensation package, rewards and incentives and appreciation.
- The Amando Cope College personnel may be provided with trainings, seminars, activities and appraisal program to further enhance their skills and capabilities.
- Administrators and top level managers may be encouraged to revisit organizational practices that characterize the organization and if there are ways and means to improve and innovate such organizational practices.
- The office of the president may be furnished with the strategic plan offered by the researcher for discussion and consideration.

## References

- Abadia, Jessica "Research Paradigm: An Introduction with Examples (2022).
- Adelena Karpenkova "What is Organizational Health? 6 Pillars of a Healthy Organization" (2022).
- Adriano, Ma. Nina Incencio "Organizational Health Index of a Philippine HEI: A Pilot Study" (2023).
- Alashkar, Ashraf Shafik & Al-Kasasbeh, Mohammed Mufaddy "The Effect of Organizational Health on the Employee Performance in the Extractive Industries" (2022).
- Alex Camp, Arne Gast, Drew Goldstein, and Brokke Weddie "Organizational health is (still) the key to long-term performance" (2024)
- American Alliance of Museums "Developing a Strategic Institutional Plan" (2018).
- Anderson, Joanna "Building an Institutional Strategic Plan".
- Aydan Yuceler, Burcu Doganalp & Serife Didem Kaya "The Relation between Organizational Health and Organizational Commitment" (2013)
- Batugal, Maria Leodevina C. "Organizational Culture, Commitment and Job Satisfaction of Faculty in Private-Sectarian Higher Educational Institution (HEIs) (2019).
- Campos Jr., Joselito D. "Nurturing Employees" (2022).
- Carla Edith G. Jimena, Maria Emilinda T. Mendoza, & Tricia C. Ascan "Organizational Health as an Imperative for a Livelihood Loan Program: The Case of CBK's Corporate Social Responsibility (CSR) Beneficiaries" (2011).
- Cathryn C. Potter, Robin Leake, Laricia Longworth-Reed, Inna Altschul & Shauna Rienks "Measuring Organizational Health in Child Welfare Agencies" (2016).
- Claire Zulky "Cheers to you organizational health" (2019).
- De Smet, Aaron; Schaninger, Bill; and Smith, Matthew "The Hidden Value of Organizational Health-and How to Capture it" (2011).
- Diocos, Christine B. & Resol, Vicenta P. "Organizational Culture and Management Practices of a State College in the Philippines" (2022).
- Doll, Katie "Shortform Book Guide to 'The Advantage' (2022).
- ECOP Training "The Importance of Training Needs Assessments (2023).
- Edington, Dee W. & Pitts, Jennifer "Positive Organizational Health" (2020).
- Eisne Amper "Why is Organizational Health so Important" (2020).
- Fatima Momin, Tanji Joshi & Chelsea Alasa-As "Demystifying Organizational Health: What is it and why does it Matter?" (2023).
- Feder, Michael "What is Organizational Health" (2022).
- Goerlitz, Tara-Lee "Why Organizational Health is a Priority for Today's Leaders" (2022).
- Graham Lowe "Creating Healthy Organization" (2020).
- Jay, Shani "Organizational Health Metrics HR Should Know" (2011).
- Karen Walker "What is an Organizational Health Assessment" (2019).
- Keller, Scott & Price, Colin "Organizational Health: The Ultimate Competitive Advantage (2011).
- Khan, Ali "Why Organizational Health is Important?" (2023).
- Khan, Nelianita T. "Organizational Health at the Mindanao State University, Marawi City, Philippines" (2014).
- Kim Edward S. Santos & Carl Louie R. Nocum "Organizational Condition of Private Schools and Colleges in Nueva Ecija" (2020).
- Lllenado, Hazel L. & Quines, Lyndon A. "The Mediating Effect of Employee Accountability on the Relationship between Working Condition and Organizational Health" (2022).
- Lu, Jinky Leilanie "State and Trends of Occupational Health and Safety in the Philippines" (2022).
- Lu, Jinky Leilanie "Association of Burnout with Organizational Factors and Occupational Health among Female Factory Workers-Continuing Study" (2022).
- Lu, Jinky Leilane "State and Trends of Occupational Health and Safety in the Philippines" (2021).
- Milda Kukulskiene, Gita Argustaite-Zailskiene, Ausra Griuciute, Vilma Migline, Loretta Kubiliene, and Nida Zemaitiene "Significance of Organizational Health features during the COVID-19 pandemic for the well-being of Lithuanian healthcare workers" (2022).
- Mizne, David "Why You Need an Organizational Health Strategy" (2011).
- Muath Jaafari, Abad Alzuman, Zaiba Ali, Ansarullah Tantry and Rahila Ali "Organizational Health Behaviour Index (OHBI): A Tool for Measuring Organizational Health" (2023).
- Onayan, Jude "Organizational Commitment and Work Motivation of Program Managers in DOH-Center for Health Development" (2006).
- Potter, C., Robin eake, Laricia Longworth-Reed, Inna Altschul & Shauna Rienks "Measuring Organizational Health in Child Welfare Agencies" (2016).
- Price, Betty "How & Why Credence Does Organizational Health Assessments" (2023).
- Racelis, Aliza D. "An Exploratory Study of Organizational Culture in Philippine Firms" (2010).
- Rampalli Prabhakara Raya & Silvapragasam Panneerselvam "The Healthy Organizational Construct: A Review and Research Agenda" (2013).
- Raya "Strengthening Organizational Health and Performance in Government" (2018).
- Rich Rudzinski "Questions to Use in Your Organizational Health Assessment" (2022).
- Rimando, Minette "Philippines Launches Healthy Workplace Initiative on Safe Day" (2023).
- Resty Samosa, Mark Jezreel P. Blanquisco & Nancy Joy Mangansat "Professional Well-Being of Public School Teachers and Their Organizational Health: Input for Mindfulness-Based Interventions Program" (2023).
- Ruffolo, Bob "4 Disciplines for Embracing the Power of Organizational Health" (2016).
- Rusinowitz, Sharon "Organizational Health: What it is and How to Assess Yours" (2023).
- Ruth D' Alessandro "Employee Engagement at work: Definition and guide" (2024).
- Sae Lee, Fred J. Pasquarella, Diego De la Peza, Erica L. Lizano & Kristine Santoro "Planning and Implementing an Organizational Health Assessment in a Community Mental Health Setting" (2022).
- Sarah Silverman "Organizational Health Assessment" (2024).
- Serhart Kurt "Herzberg's Motivation-Hygiene Theory: Two Factor" (2021).
- Shaomin Huang & Gerald W. Ramey "Organizational Health Assessment: A Romania Firm Case Study" (2008).
- Sia-Ed, Arel B. "Organizational School Climate and Organizational Health of Mountain Province State Polytechnic College" (2020).

- [54] Tayco, Ryan Olindo “Human Resource Management Practices and Organizational Outcomes in the Accommodation Facilities in Central Philippines” (2022).
- [55] Taylor, Max “Why We Assess Charities’ Organizational Health” (2023).
- [56] Team Building “Essential Employee Well-Being Survey Questions for 2023” (2023).
- [57] TEND “What is Organization Health?” (2018).
- [58] The Society for College and University Planning “What is Strategic Planning”.
- [59] Turingan, Oscar M. “Organizational Health of Philippine Colleges of Nursing Cited as Centers of Excellence and Its Relationship to Perceived Organizational Effectiveness and School Performance” (2002).
- [60] Rusinowitz, Sharon “Organizational Health: What it is and How to Assess Yours” (2023).
- [61] Swaeb, Bas & George, Tegan “What is a Conceptual Framework?: Tips and Examples (2022).
- [62] Vreede, Carin “Job Characteristics Model (JCM): What You Need to Know” (2024).
- [63] Yiannis Xenidis & Kyriakos Theocharous “Organizational Health: Definition and Assessment” (2016)
- [64] Yu, Joel C. “MWSS RO employees health, wellness and safety program”.
- [65] Xenidis, Yiannis & Theocharous, Kyriakos “Organization Health: Definition and Assessment” (2016).
- [66] Zandra M. Zweber, Robert A. Henning, & Vicki J. Magley “A Practical Scale for Multi-Faceted Organizational Health Climate Assessment” (2016).