

Health-Oriented Leadership and Organizational Performance

Tulsee Giri Goswami

Central University of Rajasthan

This study aims to propose a model for practising health-oriented leadership and its positive outcomes in organizations. The model introduces modern insights into the existing HOL theory. This paper follows a conceptual approach, and the data is collected from prominent research papers on HOL theory. This paper describes various measures for leaders to implement in the daily operations of organizations to enhance overall organizational performance. It concludes with a procedure outlining how leaders can prompt better organizational performance through the HOL model. The managerial implications provide an easy-to-follow model for leaders prioritizing followers' overall wellness.

Keywords: Health-oriented leadership, health-promoting leadership, Mental Health, Well-being

The Organization for Economic Co-operation and Development nations demonstrates the critical employee components. These are disability benefits, absenteeism rates, early retirement, spiked medical treatment costs, and lost productivity. (OECD, 2010). These components are highly aggravated if the employee is in poor mental health. Focusing on how leadership affects mental health emphasizes the dire necessity for national health systems to identify the best methods for minimizing the harm caused by psychosocial hazards while improving potential resources accessible in the workplace. A variety of psychological, social, and biological factors influence both poor and good mental health. These are repeated exposure to uncomfortable social situations, life events, a lack of coping mechanisms, the standard of one's working and living conditions, inadequate nutrition, low self-esteem, genetic or physiological factors, and physical trauma (Mrazek & Haggerty, 1994). The leader and follower relationship is concerned with the primary social influence process. Leadership can be conceived as a social factor involved in the aetiology of mental health disorders. Additionally, mental health is a continuum of states relating to thinking, mood, emotion, and behaviours that are neurophysiological, cognitive, and behavioural. Additionally, mental health is a continuum of states relating to thinking, mood, emotion,

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Health-Oriented Leadership

The transformative leadership style does not render health-related implications, thereby needing to address an organizational challenge degrading mental health. Therefore, Health-oriented leadership emerged (Franke & Felfe, 2011). The "Health-oriented Leadership" approach offers a broader model of leadership behaviour. This strategy focuses on leaders' health-promoting communication and workplace design from a health-oriented perspective.

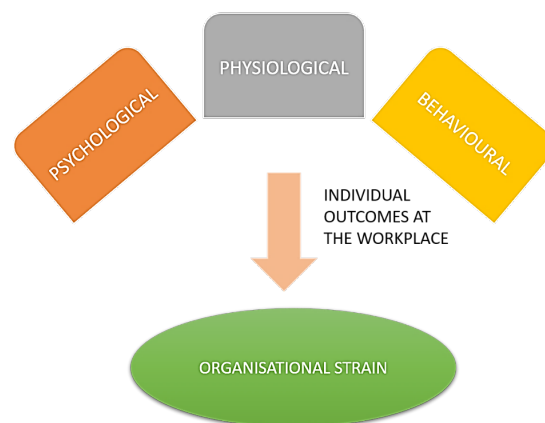


Figure 1 Follower Scenario

By influencing the work environment, leaders who practice health-promoting leadership may have a direct or indirect influence on the health of their workers. By demonstrating health-promoting leadership, leaders may foster a healthy workplace by providing resource-oriented, health-promoting working environments for their people. Improving work environments to be more health-supportive may mitigate the adverse effects of hazardous working conditions. However, we also need to consider other facets of leadership in health. So, in addition to prioritizing tasks, uplifting and inspiring followers to adopt a healthy way of life, and motivating and encouraging them to participate in worksite health promotion activities when the company offers them, health-specific communication also entails speaking with followers directly when they appear stressed and collaborating to find solutions. For follower health, it is also essential to promote a happy environment, refrain from interruptions and overtime, and serve as an example.

HOL Model

HOL Model introduced by Franke represents the idea that blends the leaders’ health-specific orientation toward followers (Staff Care, which includes health awareness, health behaviour, and health value) with the followers’ health-specific orientation towards themselves (Self Care). The health of followers, health complaints, annoyance, and work-family issues are all connected to Staff-Care as a style of leaders that prioritizes health. To develop the paradigm for health-promoting leadership, Franke and

Felfe conducted an empirical investigation on health-oriented leadership (Franke & Felfe, 2011). In contrast to more conventional and all-encompassing leadership approaches, health-oriented leadership focuses on specific aspects of a leader’s ideas, communication, awareness of the health of their followers, and healthy work environments. Health-oriented leadership traits include HoL behaviours, attitudes, self-efficacy, and health-related consciousness.

Literature Review: The literature focuses on studying leadership efficacy and its relation to occupational health. Early literature on “healthy leadership” drew heavily on Scandinavian and Nordic countries’ literature on public health and health promotion. Hanson (2004) is credited with a pioneering idea known as health-promoting leadership, which identified three core dimensions. These are personal leadership, pedagogical leadership, and strategic health-promoting leadership.

Eriksson et al., 2011 gave a range of other justifications for developing health-promoting leadership. Several “critical conditions” were also proposed to implement health-promoting leadership successfully:

- The financial condition of the organizations.
- Leader-specific characteristics, which are health promotion expertise, etc.
- Access is provided to leaders to enhance the well-being of their followers.

Previous models were too leader-centric and focused on individual leadership levels. They wanted to include leadership practices that promote and improve workplace wellness. Several studies on health-promoting leadership have included qualitative research methods. A model in health promotion management characterized by an understanding of psychological work that promotes healthy environments and the ability to adapt, implement, and establish sustainable occupational practices. The paradigm was created to facilitate developing and delivering training programs to help leaders implement health promotion at work initiatives (Dellve & Eriksson, 2017). Despite this, there have been several efforts to create psychometric tests to evaluate leadership traits that support good health. (Jiménez et al., 2017).

Health-oriented leadership perspectives (Felfe, 2014)		
Staff-Care	Health behavior	Leaders are interested in promoting health
	Value of health	Leaders take their followers’ wellbeing seriously
	Health awareness	If You Can See When Your Followers Are Stressed
Self-Care	Health behavior	Actions directed towards leaders’ health
	Value of health	Discrepancies in work due to stress
	Health awareness	Points out the stress occurrences

Figure 2 HOL Components

Organizational leadership for health promotion is characterized as a complex and ecological system, including goal formulation through implementation, and several health promotion activities, focusing on ongoing improvement. Barrett created a leadership assessment for organizations. It examined four aspects of health promotion: wellness planning, organizational learning practices, organizational member development, and the working environment (Harms et al., 2017) (Eberz & Antoni, 2018). The idea of management support for workplace health promotion includes executive-level support for health promotion. The “setting a good example” test consists of three questions meant to evaluate leadership brace for workplace health promotion from the viewpoint of followers. This index has primarily served descriptive purposes, such as tracking the expansion of workplace health promotion programs over time (Delia et al., 2008). In addition to followers’ viewpoints, health-specific leadership is characterized by different management techniques that affect staff health. These techniques include taking accountability for workers’ health, discussing health-related subjects, and establishing health promotion programs in the workplace (Kallus & Kellmann, 2016).

Prevalent Health-Related Issues Among Employees

Insufficient recovery will eventually lead to the breakdown of an employee’s psychophysiological systems, which will result in more serious long-term problems with their physical and mental health (Sonnentag & Bayer, 2005) (Feldt et al., 2013) (Devereux et al., 2011). Tension-filled encounters with coworkers may result from an excessive sense of rivalry. Meetings would seem tense and stressful under such conditions rather than promoting a sense of teamwork. Employees who feel uncomfortable with their peers tend to avoid interactions and be hesitant to share ideas and insights that aid in creative problem-solving (Oerlemans et al., 2014).

Since most businesses are hierarchical, supervisors and managers control their subordinates, which may make employees feel

vulnerable and uncomfortable. For instance, a supervisor in micromanagement who is too controlling could cause employees to question their aptitude for and capacity for doing their tasks. Bosses sometimes may make unrealistic expectations about sales goals, timelines, or deliverables. Relationships will become strained due to ongoing workplace stress (Sonnentag et al., 2010).

An overworked worker also needs to meet expectations, particularly client expectations. One must be able to focus on the present circumstance and weigh all of the available possibilities to make sensible selections. A worker who experiences ongoing worry or unhappiness is more likely to lose interest in their job. Lack of focus may increase the likelihood of errors at work, including inputting incorrect data into a computer, struggling to develop novel solutions to issues, and failing to communicate on time. Personal time management, project planning, and general workplace control may influence an employee’s performance. The totality of a company’s operations determines how much money it makes. Examples are excellent customer service, innovation, and attention to detail. The bottom line is that successful businesses have happy workers. A company may lose vital employee contributions. It must maintain an advantage over its competitors when time is spent managing tough relationships rather than developing new ideas and working effectively.

Suppose a consumer notices that a worker is unsatisfied or under stress. In that case, Consumers can choose to support a firm where they will be welcomed with a sincere smile and get customer care supported by staff members who like forging bonds with customers. (Gill et al., 2006). Practitioners can better identify the causes of alienation vs engagement and promote increased human achievements and well-being by concentrating on the relative availability or lack of resources for fundamental psychological needs (Ryan & Deci, 2000). People are more devoted to their employers when happy and have supporting social networks. Conversely, low morale is more common when relationships with colleagues and supervisors are tense, and there are few company promotion opportunities.

Employees are more likely to leave a company in search of a better position elsewhere if nothing is done to provide them with gratitude and care (Bakker & Demerouti, 2007).

Poor worker morale is likely to become known to consumers, clients, and the general public at an age when customers care about how a business treats its employees and are fearless in sharing their experiences on social media. The name and reputation of the organization are a result of employee work. Companies that fail to prioritize the needs of their workers' mental health run the danger of damaging their brand with negativity and callousness. Consequently, sales and the hunt for talent will probably suffer (Maslach & Leiter, 2016). The importance of mental and physical wellness is equal. People spend much time at work, so it stands to reason that workplace culture may significantly influence employee health (Fritz et al., 2010). Even for remote workers, more alone time may harm their ability to communicate with people, their productivity, and their loyalty to the company (van Hooff et al., 2018).

Health-Oriented Leadership Measures

The company's culture might need minor changes to improve employee engagement and well-being. The first significant change may occur in the leadership group. Ensure that all senior executives and managers support wellness and engagement initiatives and help them comprehend the benefits. Email may easily be replaced with phone calls and face-to-face meetings with staff employees. It might influence how valuable employees feel and assist in removing barriers to management that are thought to exist. Another way to improve employee happiness and well-being while maintaining health and attention is to respect a solid work-life balance. Leaders must exhibit effective working methods. Another straightforward best practice for enhancing employee well-being is including mental health in an organization's induction program and discussing mental health as part of diversity and equality training.

Regular Check-Ins

In addition to this prior recommendation, leaders and their teams should communicate in

person whenever feasible. We have spoken about how important it is to ask personnel what they need from the company. Email correspondence should only be used in emergencies or to confirm an essential exchange. When the workforce initially comes to work, something as simple as a kind welcome from the management might go a long way. By chatting with individuals instead of working, leaders may demonstrate genuine concern for them by learning about their health, what they are working on, if they need any assistance, and how they are doing. This method is also simple; all required is time and no prior preparation.

An Employee Assistance Programme

Employee assistance programmes, an on-the-job intervention programme, help workers deal with personal issues that could negatively influence their performance. The majority of EAPs in existence today provide support for various issues, including those needing health issues, child or elder care, turbulent relationships, traumatic events like workplace violence, and financial or legal concerns.

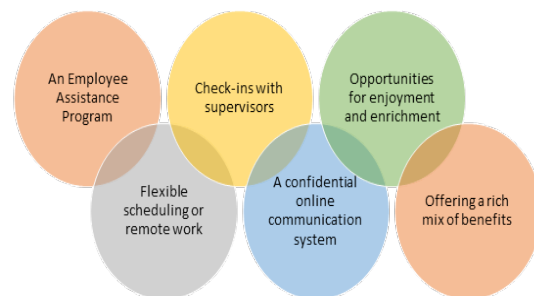


Figure 3 Measures of HOL

In addition to having a detrimental impact on the organization's communications, employee engagement, and productivity, poor mental health may also negatively affect other critical duties. As the workplace has been identified as a prominent venue for activities that may improve employee health, there are compelling reasons to assist or initiate a wellness programme at the workplace.

Employees may use an internal communication system to reach their boss or an HR representative if they have any questions or concerns. This might be a practical, private

tactic to maintain communication between management and staff. It could also enable the employer to react promptly and take any required actions (Kelloway & Day, 2005).

Think about enhancing the advantages you already get at work. These might be initiatives to strengthen physical and emotional well-being, overcome difficulties, handwritten notes of gratitude for a job well done, or assistance through tough times. Offering employees the choice to work remotely or on their schedule may be a straightforward, cost-effective solution that helps them achieve a better work-life balance.

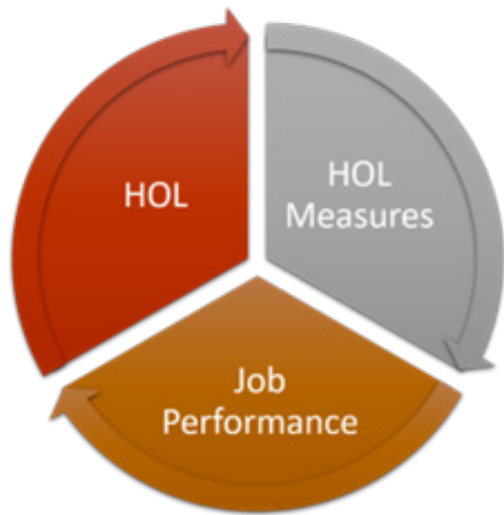


Figure 4 Path Analysis

Health-Oriented Leadership and Health-Oriented Measures

Knowing burnout risk factors is essential for preventing burnout. These risk indicators may be seen in the individual or the working environment. Individual employee behaviour modification is a less effective strategy to reduce burnout than modifying the working environment. Operational conditions may be enhanced with the help of the organization, particularly its leaders. Leaders can influence critical operational circumstances favourably to promote a healthy workplace, producing burnout-preventive elements.

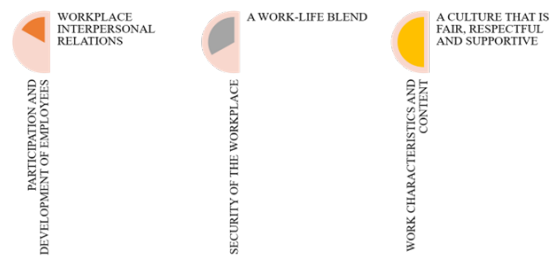


Figure 5 Components of Health-Oriented Workplace

This research investigates the notion of health-promoting leadership by creating favourable working environments to promote employee health indirectly. We see the workplace as a direct result of health-oriented leadership and leadership that prioritizes Health and employees' Health and acts as a mediator. Health-oriented leaders should be able to create a healthy workplace by managing working circumstances and eliminating health-related risk factors (Wegge et al., 2014). According to health-promoting leadership, leaders may contribute to developing a health-promoting work environment by modifying the significant areas in the organizations. Avoiding the adverse effects of hazardous working circumstances is a preventative measure for occupational health protection. In modern models of psychological risk assessment, where risk factors and their negative repercussions must be examined and, if required, modified, this strategy may be discovered. Stress and burnout are often operationalized as negative results of occupational risk factors. Nevertheless, a healthy workplace entails more than low levels of stress and burnout; it should also promote health-enhancing resources (Noblet & LaMontagne, 2006).

The resources support alleviating stress and fatigue. Poor mental health is a sign of stress caused by excessive job demands and insufficient resources. Health-oriented leadership measures are essential for reducing burnout symptoms such as emotional tiredness and cynicism and managing the individual experience of stress. A connection exists between health-promoting leadership and employee perceptions of workplace resources,

such as a pleasant work environment (Rigotti et al., 2014).

Leaders may preserve or expand their resource pool by supporting workplace healing. A leader who encourages workers to embrace a healthy lifestyle may affect the recovery state of employees by encouraging them to be resilient and more aware of their recovery processes. In addition, to influence healing strategies to replenish lost assets, leaders can directly affect occupational resources by offering opportunities to obtain social support from coworkers and increasing decision-making flexibility (Gurt et al., 2011). In research on health-oriented leadership, creating work environments that encourage a healthy ratio of resources and pressure and indirectly improve employee health is receiving awareness. A leadership approach that encourages health impacts the employees' health by affecting their workplace resources and, to a lesser degree, their requirements. Leaders may promote the coherence of multiple perspectives by harmonizing the ideals of the firm and its personnel and assigning duties that align with organizational and personal objectives. Also, it is necessary to guarantee that no one is pushed into working against their values. In addition to modifying the work environment, leaders may reduce the risk of employee burnout by concentrating on the health behaviours of their employees. Health awareness is a more direct strategy for promoting wellness to reduce the risk of burnout. (Gurt et al., 2011)

Health consciousness shows that leaders embrace accountability for the health of their people through supporting health promotion programmes in the workplace, speaking about health-related subjects, or just caring about their health. (Franke & Felfe, 2011)(Gurt et al., 2011)

A leader who promotes health demonstrates health consciousness and alters the workplace environment (e.g., aspects of work and life: reward, community, control, workload, value-fit, fairness). Leadership that promotes health enables leaders to create environments that lower the risk of burnout and increase employee health. According to research examining the correlation between leadership behaviour and employee health, effective leadership conduct often

changes the resources accessible to individuals at work (e.g., role clarity, person-environment fit, job control, and growth opportunities). The same holds for leadership that seek to transform workers' working circumstances into resources (Arnold et al., 2007) (Rivkin et al., 2014).

Leaders may contribute to an increase in company productivity. However, this does not mean that the focus should be on converting the behaviour of leaders via leadership training; rather, the focus should be on the working environment. Pieces of training should help managers create a more productive workplace by improving operational circumstances. The work environment constrains these health-promoting acts of leaders. Again, this illustrates that excellent leaders need assistance. Thus, it is even more crucial that the organizational culture offers a range of possibilities for leaders to influence the work environment (Rigotti et al., 2014) (Jiménez et al., 2017).

This paper introduces six such measures. The measures offer flexible scheduling and remote work, a wide range of advantages, frequent communication with supervisors, an employee assistance program and opportunities for enjoyment and enrichment. Inference of the application of measures is that psychological safety can be rendered to the employees and improve employees' productivity, stress, declining rates of financial stress, absenteeism, risk factors for depression, and better ability to tackle challenges and opportunities at work.

Health-Oriented Leadership and Organizational Performance

The literature has also evidenced a high association between the leadership standard and achieving performance outcomes across individuals and institutions. This is because a leader who encourages a climate of support, collaboration, and active engagement in the job is more likely to get appreciation from his team members than one who needs to establish these qualities in them. This is because of two-way communication, interpersonal interactions, participation in decision-making, and accepting responsibilities. Performance effectiveness is improved by delegating responsibility and attending to employee needs and preferences.

Task-oriented leaders who inspire and can lead followers to reach high-performance standards tend to depict high states of interpersonal and intrapersonal skills. They are also effective in psychological capital management. Such leaders' hope, resilience, self-efficacy, and optimism are vital qualities supporting successful team functioning (Rego et al., 2012). Organizations must choose, nurture, and educate leaders in health-oriented perspectives with the abilities required for efficient staff performance (Arnold et al., 2007).

The leader-and-follower relationship is perceived to contribute to better organizational performance in the context of sustaining a healthy workplace (Kaluza et al., 2021).

The HoL model by Franke 2014 predicts that workers' health-improving behaviour improves their Health (Franke et al., 2014). Higher self-rated health and less irritability are associated with employee self-care and endeavours by employers (Harter et al., 2002) (Tepper, 2000). These behaviours might be seen as internal resources that keep individuals motivated and engaged at work and prevent exhaustion. Exhaustion is a depletion of one's emotional and physical reserves brought on by prolonged stress without a chance for recovery.

While changes in leadership style significantly influence performance inside organizations, these effects often fall short of addressing the underlying inequality within companies, which is the primary cause of performance differential between enterprises. This does not imply any direct causal relationship between leadership and performance (Thomas, 1988). Apart from changes in the leader themselves, several additional variables might influence performance and lead to leadership changes. However, defining leadership eras regarding when the leaders were in office is better.

The extensive theory references in this paper show how enhancing and enriching resources can help yield better organizational performance. Employees perform better when their mental health is stable. We found positive correlations between staff compassion and follower performance. Our results imply that organizations should encourage leaders to

display health-oriented leadership behaviour to safeguard follower health and performance even in times of crisis. The implementation of health-oriented leadership measures elevates the follower's performance, and withstanding organizational commitment, the organizational performance improves.

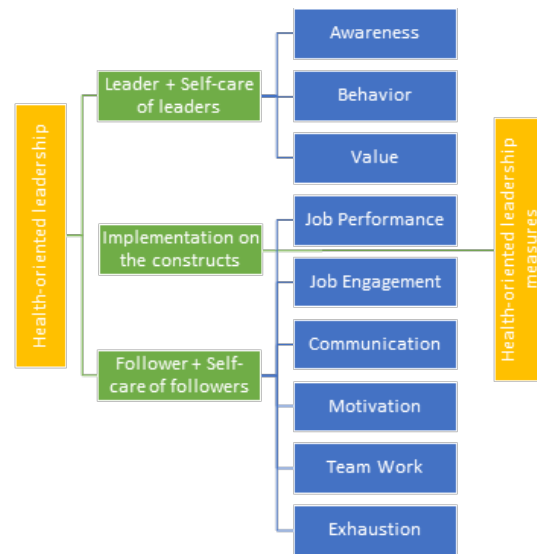


Figure 6 Conceptual Model
Implications

This conceptual model contributes to theory and organizational practice with an increased understanding of prevalent health issues among employees and their impact on organizational performance. It also explains the importance of workplace measures from a health perspective to mitigate aetiology and enhance organizational performance as a whole. Educating leaders about Health-oriented behaviour is a crucial strategy for fostering a favourable climate to reduce employee stress. Thus, HOL enhances the occupational effectiveness of organizations (Gurt et al., 2011). This style of leadership brings forth better organizational performance. In addition to being a fundamental right, safe and healthy working conditions are also more likely to encourage employee retention, increase performance and productivity, and reduce stress and conflict at work. If workplace support and structures are ineffective, individuals may find it difficult to enjoy their work and perform

well, especially when dealing with mental health concerns. Also, it could impact people's attendance at work and their capacity to find employment. Occupational health policies should include health-oriented leadership measures to improve organizational performance.

Conclusion

This theoretical development is significant for leaders and employees as it extends to the existing body of knowledge. Health-oriented leaders should change the workplace to favourably affect workers' health circumstances to improve employee health. Leaders that practice health-promoting leadership create cultures that encourage employee wellness, which boosts productivity while reducing stress and burnout. This theory tries to bring forth health-oriented measures that improve organizational performance. Resources must be enhanced to lessen the detrimental effects of poor mental health. Maintaining a manageable workload to reduce stress in the office is only sometimes possible and may even be inappropriate for some tasks or professions. Expanding resources can be extremely helpful for managers assisting their teams in the real world as they deal with rising task demands. Programs for leadership development should aid managers in enhancing working circumstances to support a better workplace. The alternatives leaders have in their work environment serve as the bounds of these health-promoting behaviours of leaders, as Rigotti also emphasizes. This supports the idea that effective leadership requires teamwork. This highlights how crucial it is for organizational culture to provide managers with various options for influencing the workplace. The health-oriented leadership measures help the followers be healthy so their work performance is at its best. And all this results in better organizational performance. Thereby health-oriented leadership acts as a boon for organizational performance.

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Tulsee Giri Goswami, Assistant Professor, Central University of Rajasthan.
Email: tulseeegowami@curaj.ac.in