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## **HEALTHY ORGANIZATIONS**

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**DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT  
AE1049 – FINAL DEGREE PROJECT  
ACADEMIC YEAR 2017-18**

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## **ABSTRACT**

The organizations have been evolving throughout the time, but there is a factor that has been gaining more relevance and is the health in them, so that there have been arising a new type of organizations, the so-called healthy organizations

In the following research, through an exhaustive search of diverse information extracted across academic articles, books among others, a literary review has been realized, where the definition is analyzed and focused on several types of models of healthy organizations related with the health and the well-being of the employees applying certain measures that help to obtain all this, so that, in addition to detailing one by one, in the conclusion of the article, a comparison is realized of all of them.

Key words: organization, health, healthy organizations, well-being, healthy practices, models, health of the employees

## **1 INTRODUCTION**

To begin, the concepts of organization and health must be linked, since making changes and measures that encourage the occupational health in them, it is possible to obtain that all the people implicated in the organizations are more motivated, be more productive and it could reduce the stress motivated by some pressures or other reasons, as well as the possible conflicts that could generate by wrong communications and tensions in the internal environment by the aim to win in well-being.

Therefore, separating the two elements that compose the word healthy organizations, we define on the one hand the organization as to those systems in order to achieve a series of goals, in which there are constituted and managed the different procedures of work, we can distinguish the design the different employment, the management of the

schedules, the style of the management and the different organizational strategies that adapt within it, as well as we can stand out those practices of human resources, while on the other hand, according to the World Health Organization (WHO), the health is defined as that condition of well-being as much physical, mental as social, and it is not associated exclusively with the presence of diseases that affect people.

Healthy organizations have had several definitions throughout the time according to the way of thinking of the various authors who were raising them to apply them in their own models. Therefore, taking the definition of Willson et to. (2004), a healthy organization is that one that introduce a series of works that they favour and hold a physical, mental and social well-being state of all the employees and in addition, encourage them to have a greater efficiency and performance in the work. For those authors, the structure as much as the way it operate have great relevancy at the moment of affect on those aspects of the health of the employees

In addition, we should add that the importance that this type of organizations, are those measures that are implemented in the internal environment, that is, those procedure or values, changes in the organizational culture or in their structure to achieve better well-being and labor health for all the persons that interactuan with the organization. This also influences of certain way with the external environment through those foreign elements to the organization such as the customers, suppliers, competitors, among others, since if the high direction manages to implement all these measures, procedures and procedure towards a healthiest system, the organizations can become more productive, also to be more resistant before possible economic crisis as well as to treat better those customers.

Furthemore, Salanova (2009) points out that the main advantages of the healthy organizations are the economic and social benefits which they reach on having invested in health as a strategic value included in the aims of the own organization, besides this, not only it is improved in well-being in well-being, motivation and productivity, but in times of crisis, they can confront them with greater success and leave of that crisis stronger than others becoming much more competitive.

We will work with several models of healthy organizations focused mainly on the well-being and the health of the employees, so that we have chosen the most renowned in the literature with which it has been analyzed. The models in question are that of Wilson et to. (2004), the HERO model of Salanova (2008), the European network for workplace health promotion (1999), Quality criteria for healthy organizations of Canada (NQI, 2007), the model of healthy organization of the World Health Organization (WHO) and the integral model of healthy organizations

The objective of the following study is to define the concept of healthy organizations, in addition to explaining some of its characteristics, as well as some of the healthy practices and detailing several basic models focused on the health of the employees and their well-being.

Therefore, in order to carry out the study, we have based on an exploration of the literature taking as search criteria the concept of healthy organizations and their models through the google academic seeker and also through the search within databases of economy and company, such as Business Source Premier and Econlit, in addition to the digital resources of the virtual library of the University Jaume I to obtain information through a series of press articles, magazines, books among others. We have focused on factors related to the healthy organizations, such as health, healthy practices, well-being, all them focused on employees. We have realized a search of articles from the last twenty years (1998-2018). As for the key words that we have introduced in the database, they have been: organization, health, health in the workplace, well-being of the employees, healthy organization, healthy organizational practices and the characteristics of these organizations. The selection of the documents and articles, we have based on the title and their abstract.

The first section of our study, the literature review, we will explain the relation between the health and the organizations, in addition we will define the healthy organizations according to several authors as Wilson et to. (2004) or Salanova (2008), also will see that characteristics have this type of organizations and which are the healthy practices.

The second section that we find, refers to the healthy organization models, where we will detail those that are more mentioned in the literature and will analyze each one of their principles on which they are based.

Finally, in the conclusion, we will make a comparison explaining the key differences between all the models and the fundamental contribution of each one of them.

## **2 CONCEPTUAL REVIEW**

### **2.1 The organizations and the health**

The concept of organization has been changing throughout the time, according to several factors as work, capital, production or on that market it is focused. Therefore, we will study the concept given by several authors such as Allen (1964) also Porter, Lawler and Hackman (1975).

According to Allen (1964) " The Organization is the process of identification and group of work to be realized. The definition and the delegation of the responsibility also the authority and the establishment of relations for the purpose of employees work more effectively to that together achieve the objectives".

Furthemore, Porter, Lawler and Hackman (1975) define them as " The organizations are composed of individuals or groups in in order to achieve certain ends and objectives, through differentiated functions that are tried to be rationally coordinated also directed and with a certain continuity over the time "

Making synthesis of both, we can say that it gives place to those systems in order to achieve a number of goals, in which in which the different work procedures are constituted and managed, also we can distinguish the design of the different work place, the management of the schedules, the style of the direction and the different organizational strategies adapted within it.

Regarding some of the most common characteristics that we can find in the organizations are the division of work, the coordination of tasks and including the common aims to obtain the organizational goals.

On the other hand, according to the World Health Organization (WHO, 2010), health is defined as that condition of physical, mental and social well-being, which is not exclusively associated with the presence of diseases. Therefore, the inclusion of the healthy concept in organizations, refers to those types of organizations in in which they try to structure and manage several types of processes in order to obtain those results that are healthier and a workplace well-being, since health is applied not only to the physical well-being, but also to the psychological and social for all workers, executives and stakeholders.

In addition, regarding some of the matters on health, the WHO refers to the so-called occupational health, which takes into account some of the conditions that have been named in the definition that gives of health, as is the physical and psychological condition, since there are many elements in the workplace that can alter the health of employees in an organization or company as is the case of work accidents, great pressures that can suffer by superior managers and the stress that they may have in some moment. For this reason, the WHO advises a series of measures to prevent these causes such as the adaptation of appropriate working conditions and regulations concerning occupational safety in order that all workers have a healthy work environment.

As a result of joining both terms, we can find two different approaches, on the one hand, organizational health, and on the other hand, health in the organization. With the first approach, it is clearly sought that organizations have healthy and healthy employees in order to increase productivity and obtain better results (Kirsten, 2014, Muchinsky, 2001, Salanova, 2009), while with the second, are those measures to promote well-being, develop a corporate social responsibility and family conciliation.



## **2.2 Concept of health organizations**

With the passing of time, many definitions of healthy organizations have been appearing, since each of the authors has different ways of seeing them, translating their own definition to elaborate their own models and some ideas of these authors have helped to elaborate other models, therefore, we will observe some of these definitions.

The first definition of Healthy Organization is that proposed by for the World Health Organization (WHO) (2010), since many of the models of healthy organizations have been based on it. Its definition says health is a state of physical, mental and social well-being, with which it does not focus only on the possible diseases that people may suffer.

Another definition is the one named by (Wilson, Dejoy, Vandenberg, Richardson and McGrath, 2004) in which is that organization that implements a series of works that they favor and support a state of physical, mental and social well-being of all employees. In addition, it encourages them to have greater efficiency and performance at work. For these authors, both the structure and how they operate are of great relevance when it comes to impacting on these aspects of employee health.

In addition, we also emphasize those of Corbett (2004) and Salanova (2009). In the definition of the first one, he thinks that a healthy organization corresponds to how it acts through its mission and vision that communicates to all those who work in it and to an efficient leadership, in which there is a stability between the relationships of all those with that the organization interacts, that is, clients, employees, among others and that links all this with its duty with social responsibility.

Also, Salanova (2008), defines them as the combination of the aspects referring to organizations such as rules or procedures that help to achieve an adequate work environment, and those that they have to see with the health. By joining both aspects in a positive way, we try to improve the health and well-being of the employees.

After having emphasized all these definitions, we can define healthy organizations as those that carry out a series of practices that promote both productivity, competitiveness and the well-being of their employees also to organize their structure, culture and activity processes, so that they achieve high levels of quality of their products and services, maintaining good relations throughout the environment and above all with the family reconciliation of each one.

### **2.3 Basic characteristics of the health organizations**

As for the characteristics of healthy organizations, Schein (1965) came to identify five, which are the sense of change in the environment, take the pertinent information to those appropriate places, the processing and use of information, also the adaptation and transformation without destroying it and getting that information about the consequences of those transformations. Within these five characteristics, we tried to encourage a decrease in absenteeism, production levels, loyalty and positive feelings that all employees can have.

Over time, they have been focusing on new features focused on those in which health becomes a strategic value, thereby obtaining a good work environment that motivates and involves its employees and that feel comfortable working with their companions as well as with their own bosses in such a way that they try to have a good relationship between them, also good leadership for employees to achieve good results (Goetzel et al, 2000), greater job security where there are not work accidents (Delery and Shaw, 2001) (Ostroff and Bowen, 2000), stress reduction (Peterson and Wilson, 2002) or fewer diseases, in addition to achieving great performance with their products and services, trying to offer the best quality and professionalism.

## **2.4 Healthy practices**

According to Salanova (2008), he points out that healthy practices are those that promote the well-being of employees and express an adequate relationship between the organization with their environment and the community.

For this reason, we consider that these practices have a very important role in organizations, since those that introduce them in their organizational strategy, come to present a series of positive experiences in all their employees (Acosta et al., 2012), great variety of healthy results such as organizational commitment (Mayers & Smith, 2000), competitiveness (Calderón, 2003) and organizational performance (Bacon & Hoque, 2005).

Some examples of healthy practices that we can find are family conciliation, work equality, the treatment received in the organization, the environment in decision-making and the quality of supervision (Smith, Kaminstein & Makadok, 1995).

This type of practices should be spread throughout the organization, so that they can be reflected in their culture, in their strategies and those policies that are based on aspects such as respect, equity and solidarity for all people who are included in the organization along with other policies that develop control over the work environment, the prevention of risks and especially in the quality of the products and services that they offer.

## **3 HEALTHY ORGANIZATIONS MODELS**

At the end of the 20th century and in the beginning of the 21st century, different ways of thinking have emerged regarding the concept of healthy organization and the measures to be applied to reach that level of health that improves the quality of all, an adequate work environment that be beneficial for all.

About the method that we have used to look for the different models of healthy organizations, we have based, as we mentioned previously, on the google academic search engine and also by searching the databases in the field of economy and business, such as Business Source Premier and Econlit, in addition to the digital resources of the virtual library of the Jaume I University.

When looking at them, we have made a generic search of literature related to healthy organizations. Once the content has been analyzed, we have looked for the most relevant authors with a relevance in the health of the employees and their work well-being. For it, we have used as keywords: healthy organization, models of healthy organization, healthy workplace, employee health and work well-being.

From this search, we have seen that there are a series of models based mainly on the wellbeing and health of the employees that are the most relevant, for that reason, our analysis of literature review focuses on the proposal of Wilson et al. (2004), the HERO model of Salanova (2008), the quality criteria of health promotion of the European Network (1999), the quality criteria of healthy organizations of Canada (NQI, 2007), the model of healthy organization of the World Health Organization (WHO) and the integral model of healthy organizations.

Before getting to detail each of these models carefully, we will briefly introduce the definition of healthy organization that defines each of them, the type of model that is and the principles on which they are based to see how they differ from each other. .

The first of them is the healthy organization model of (Wilson et al., 2004), whose authors define the concept of healthy organizations as those that implement a series of works that encourage and argue a state of physical, mental and social well-being of all employees and, in addition, encourages them to have greater efficiency and performance at work.

It is a model that aims to give relevance to the health of employees and their well-being, so that through measures made by organizations through their processes, organizational culture or others that promote the health of all and ensure that be more productive and more motivated.

The principles on which this model is based are six main domains which are the central attributes of the organization, the work environment, the design of the jobs, the future work, the psychological adjustment to work and the health of the employee.

The second is the HERO model (Salanova, 2008), which defines healthy organizations as the combination of the aspects referring to organizations such as rules or procedures that help to achieve an adequate work environment, and those that they have to see with the health. By joining both aspects in a positive way, we try to improve the health and well-being of the employees.

It is a heuristic model based on the health of employees through three major blocks such as healthy practices, positive psychological capital and healthy results.

The third one is the model of the European network for health promotion (ENWHP, 2002), which defines healthy organizations as those that operate for the continuous improvement of occupational health through culture, strategies and procedures, also with the participation of all employees, teamwork and management, the can be improve the individual work of employees and promote health and well-being at work. It is based mainly on those measures that attribute positive effects on the health of employees.

In this case, we will approach nine initiatives that have been implemented over the years, emphasizing health in several areas. These initiatives are the criteria of quality and success factors, promotion of health at work of small and medium enterprises, health in the Public Administration sector, the implementation of infrastructures to promote occupational health, healthy measures in an aging Europe, the diffusion of health in jobs in Eastern European countries, healthy lifestyles in the workplace, work in tune with mental health and the promotion of occupational health for employees with chronic diseases.

The fourth model is the one developed by the Healthy Workplace Organizations of Canada (NQI, 2007). The initials NQI comes from the National Quality Institute, which is where this model of criteria has been made along with some professionals of the

According to Corbett (2004), a healthy organization corresponds to how it acts through its mission and vision that communicates to all those who work in it and to an efficient leadership, in which there is a stability between the relationships of all those with that the organization interacts, that is, clients, employees, among others and that links all this with its duty with social responsibility.

It is a holistic system, where it focuses on finding out which are the elements that help to promote health, well-being and productivity of all those with which the organization interacts also provide the interaction of the entire organization with the environment, internal and external, adopting the necessary measures to improve the quality of life of its employees and achieve a more adequate well-being. These elements are leadership, planning, employee focus, process management and organizational results.

The fifth of them is the model of healthy organization of the World Health Organization (WHO, 2010). They said that "A healthy workplace is one in which workers and high direction collaborate in the implementation of a continuous improvement process to protect and promote the health, safety and well-being of all workers and the sustainability of the workplace. "

It is based on four fundamental pillars, which are the physical environment in the workplace, the psychosocial work environment, personal health resources available to employees and the collaboration of the organization in the community.

Finally, we find the proposal for a comprehensive model of healthy organization proposed by (Hinestroza and Sarmiento, 2013), which defines the concept of healthy organization as one that through a series of factors, seeks to promote health and well-being in an internal and external environment. It should be noted that as a model proposal, it is still to be validated.

The MIOS nomenclature comes from the integral model of healthy organization, which not only integrates the aforementioned models related to employee health, but also

includes other models of healthy organizations focused on other orientations such as interest groups or organizations such as if they were a living system, so that with the information of all of them, that proposal has been raised to develop that integral model.

For this, it focuses on several elements that we find within the two big blocks, such as the rational and structural factors and in all the elements that exist in each one of them.

### **3.1 Model of Wilson et al.**

The first model we find here is the proposal made by Wilson et al. (2004), which comes to show us a preliminary stage about the relationship between work and health, explaining how they depend on each other and that it is based on the well-being also productivity of employees. In addition, it provides a framework in which you can study these types of organizations and the importance of organizations to implant in their culture, values and policies those measures to be healthy.

It is a model of healthy organization, which suggests a series of elements that encourage the goal of making it healthy and is determined by several aspects such as teamwork with which it aims to gain in well-being and productivity.

Emphasize that this proposal focuses on it through six main domains such as the central attributes of the organization, the work environment, the design of jobs, future work, psychological adjustment to work and employee health . With all of them, they aim to achieve healthy results in employees.

Once all the domains are mentioned, we will comment one by one. The first one are the central attributes of the organization, through them three dimensions are distinguished as are on the one hand the organizational values, on the other the beliefs and policies that are applied and finally, the organizational practices, of which they have their degree of importance since with them it is possible to put in action a series of measures that promote and maintain the level so that an organization is healthy.

The second domain that highlight by Wilson and his collaborators is the organizational environment, which deals with both social and interpersonal issues that exist in the work situation and that can be defined as that environment that exists in the organizations that all employees perceive. share, discuss the information and help each other in all kinds of situations, which can be positive or negative.

Positive example of this, is the pleasant working environment that can be given in an organization, which will promote great well-being, employees will be more motivated which will help them to achieve the objectives that the organization seeks to achieve. If this environment is achieved, it will make your employees want to stay in the organization, and this will benefit from possible leaks, since both employees and those work teams that have, can come to represent a competitive advantage over the competition.

The third is the design of the jobs that the organization implements thinking of a number of characteristics or individual perceptions such as the tasks that the employee must fulfill each day, how to perform them, that form of adaptation to the job in who carry out their responsibilities, how heavy can be the responsibility that supports, that content that has that job so that the employee can have all the control or autonomy enough to do it, the role clearly established in that position so that you know what functions must perform and other factors such as the physical state of the employee, breaks, the organization of work schedules and the rhythm they must take during work to reduce those risks.

The fourth concerns with future work or that work projection that can promote the development of that employee or employees within the organization due to the new conditions they have obtained so that they have a greater number of responsibilities in the tasks they perform, greater charges on labour, new skills and abilities to carry out these tasks, greater achievements, better incomes and the possibility of achieving greater reputation in both interpersonal and intrapersonal relationships.

All this can be carried out in organizations through the promotion of professional career, the confidence that must offer them in the workplace to continuously improve



and motivate them to move forward and not stagnate, and above all be fair to everyone.

The fifth domain they present is the psychological adjustment to work, which emphasizes both positive and negative aspects that affect the employee as an example of them are that requirement that support physical, intellectual, stress that can accumulate due to their responsibilities, the satisfaction of achieving the established achievements, the motivation to carry out the work to a good term, the nerves when things do not go as they should, adapting to sudden changes and unusual situations such as the global economic crisis we are experiencing.

It should be noted that this psychological adjustment is continuous or permanent, since the working conditions and the ways of acting are constantly changing due to the changes that the organization considers through culture or others in order not to fall behind the competition. and remain competitive.

The last one is the one that concerns with the health and well-being of the employees through the set of several regulations and factors that were implemented for their proper execution, measurement and their continuous progress.

This is achieved by the perception of the health of all of them, the treatment of those skills that help promote occupational health, achieving a good organizational environment, the prevention of possible incidents that may cause occupational risks and also, as has been mentioned in the previous domain, the importance of psychological health.

Finally, with respect to the model proposed by Wilson et al. (2004), we must mention that it has a number of limitations, but thanks to it, it was the first step to implement health in organizational models, in such a way that various authors have emerged who have been proposing new models that focus on the health of the organization.

### 3.2 HERO model

The next model we are going to study is the "HERO" model (Salanova, 2008) (Healthy and Resilient Organizations), which is a heuristic model, as well as being a theoretical one that includes both theoretical and empirical samples derived from the studies of various aspects such as the stress that employees may have during the workday, the data collected in the Human Resources Department, on how the organization behaves and also through the Positive Occupational Health Psychology.

Based on theoretical and empirical assumptions, healthy and resilient organizations are composed of three fundamental elements: healthy resources and practices, positive psychological capital and healthy results. All of them are interrelated, so that they interact systematically with each other (see figure 1).

**Figure 1: HERO Model**



Source: Salanova, M. (2008). *Healthy Organizations: An Approach from Positive Psychology*

The first of the components is about healthy organizational resources and practices (see figure 1) that are used by these organizations to plan and organize all the activities to carry out the proper functioning in order to be healthy. Both can be determined as physical, structural and social aspects of the work environment, which are important so that both goals and established objectives can be carried out. They are set as they are integrating various actions that help carry out the activities more easily and clearly for employees, roles of each and their self-management within each workplace.

It should be mentioned that healthy practices do not have to do with that type of traditional practices, they are treated as collective tactics that are applied in the organizational culture and that is communicated to the entire staff of the organization.

Healthy practices are carried out through two different groups of aspects, structural resources and social resources.

First, structural resources are those that have to do with the physical environment of the organization. Within this group, we can find two types of categories, task resources and organizational resources. On the one hand, the resources of task are those that are linked to the workplace of each employee and their role in it. Some examples that we can find regarding this type of resources are the clarity to carry out the different tasks that they must do, the independence or freedom to do them according to their criteria, among others.

On the other hand, organizational resources are those that connect the employee with the organization in a way that aims to ensure that employees are loyal, are comfortable, integrated and involved in the organization. Some examples of these are the help they provide to employees to improve their career advancement, various strategies such as those related to equal pay for men and women, or those that help to reconcile work and family of employees.

Secondly, social resources constitute social capital, in other words they are all the employees, managers, personnel, clients and suppliers that exist in the organization, so that it is composed of how they work among themselves, communicate, put themselves agreement, relations with other organizations, in addition to the culture that

each organization has.

Within these social resources, there are three characteristics that help to achieve occupational health in organizations, these characteristics are the social networks that are produced through the links that employees have between them and with all levels of the organization and also with the environment, those rules established by the organization itself and, lastly, maintain a safety and tranquility in the work environment that leads to trust for all so that there are no misunderstandings or bad communications.

The second of the components of this model are employees and positive psychological capital (see Figure 1), so that we understand that organizations must make efforts to invest in employees so that they improve and, thanks to this, obtain competitive advantages with respect to the competition.

Positive psychological capital is understood as a state possessed by human beings, which is related to how they spend time and their efforts in the progress of their skills that help them to be more competitive and effective. Therefore, healthy organizations are interested in serving and protecting their employees so that they feel good in a physical, social and psychological well-being.

It is characterized by several elements: self-efficacy, resilience, optimism and work engagement.

Self-efficacy has to do with having a certain confidence in oneself to be able to carry out the assigned tasks and strive for it, each employee has his own way of being and behaves differently for his behaviors, there are some who need to work harder and others less to solve certain difficulties that are presented, so that organizations must help them so that they can overcome them and that they continue to insist without abandoning. It can also affect their thoughts and feelings by creating stress or distracting them.

On the other hand, resilience is defined as the ability of the persons to get used to, face and get used to the new adverse changes that happen at some point.

With respect to organizations, resilience is associated with all the changes that occur constantly both internally and externally due to several factors such as globalization, new technologies, economic crises, among others and to be able to overcome all of them, they must adapt to these situations. Those that have a higher level of resilience than those of their competitors through their employees, processes, strategies or others, may be stronger than the rest of this type of adverse situations.

The next element is optimism, which is a behavior that makes any person, in our case, the employees, make them believe that things will work out well, so that this state encourages them to have more confidence in themselves. and also to continue trying it even if there are difficulties to achieve it. Therefore, they can gain experience in the face of possible changes, thinking about new strategies or modifying the ones used for everything to come out correctly, recognize new situations as they are and try to adapt in the best way possible without falling apart, always moving forward in the purpose of the organization.

The last of these characteristics is work engagement, which is made up of several personal factors of each employee that influence their work in a positive way in order to achieve the established goals. These factors are the spirit, the confidence, the impetus, his dedication, his concentration and his enthusiasm for the work he does. It combines both your dedication and all your efforts to carry them out.

With what, the employees who come to feel this way, that is to say, realized with their activities, get to have a feeling of very strong bonding with the organization that pushes them to continue like this, without stressing and without fear of failing.

The third and final component of this model are the healthy results (see figure 1), which are those final productions of both products and services that have been obtained through superior performance within the organization through the appropriate processes, of that constant improvement established by the organization, good treatment and beneficial links with the environment that surrounds the organization, in addition to collaborative relationships and reciprocal with the community and society in general.

The healthy results are totally related to the good practices and healthy employees mentioned above, since both will make the employees fully involved and delighted with the work they do in the organization, with which they will be more effectively obtaining good results, always constantly looking for the needs of their customers.

Therefore, getting both the services and the products to be healthy means that the image of healthy organizations is favored, since it shows that they are of high quality and have a high level of excellence.

To finalize this model of healthy organization, it should be noted that the method used to measure all the key elements of the model is carried out quantitatively and qualitatively.

On the one hand, the quantitative methodology focuses on research that argues the existing relationship of the intermediary role that there is of the trust that the Human Resources Management have established in the organization and the engagement in the work team, the relationship between that engagement with the transformational leadership and the execution, also of the relationship between the common engagement between the resources that each one has and that quality of the service, and also, of that relationship between the engagement of the work team with the resources available and that evaluation performed by supervisors.

On the other hand, regarding the qualitative methodology, the study is carried out through an evaluation of those assessments using a Likert-type scale of 10 anchor points, which is measured between 0 which means that it is an organization not healthy and 10 which means that it is a very healthy, are also observed both practices and healthy results and study the behavior of those healthy practices that use some small and medium enterprises.

### **3.3 European network for workplace health promotion**

The third model that we are going to study is the quality criterion for the promotion of health in workplaces, proposed in 1999 by the European Network for Health Promotion (ENWHP) and under the protection of the European Commission through the General Directorate of Health and Consumer Protection.

It is an informal network in which a great variety of national institutes collaborate in the field of occupational health and safety, as well as agents related to the field of public health of all the Member States of the European Union.

It also includes the combination of the effort made by employers or managers, employees and society in general in order to gain health and work well-being so that it can be achieved well with the interaction of the organization with the environment and well with the active participation of employees in their professional career to motivate them.

This model, like the previous two, aims to describe the well-being that exists in healthy organizations taking into account as a main element the health of employees. It is necessary to emphasize of this model that is quite famous so much in the academic scope as in the managerial one to be treated like a supplement of the model of quality and European excellence realized by the European Foundation for the Management of Quality "EFQM". The main merit that it has is that it focuses on those qualities that organizations have with which they can report as a consequence, healthy effects for all employees.

It is also responsible for selecting and sharing several examples of good health practices and procedures in the workplaces of all the economic areas of all the countries with which it deals in order to expand those methodologies that can be implemented and help to overcome possible new challenges that occur in Europe on some socio-demographic changes in the labor market, as well as to strengthen Corporate Social Responsibility in organizations.

It also serves as a medium in which you can exchange both information and experiences with all people who care about the promotion of health at work, whose vision of this model is that of healthy workers in healthy companies. We must say that this vision is based on a broad perspective on health, which leads to encompass a series of principles, values and criteria that all those belonging to the European Network for Health Promotion share among themselves.

Some of the most relevant factors of health in the workplace are the values and decision-making policies that organizations implement, their culture, leadership, the approach of the practices that employees must follow and, above all, the quality of the environment work that employees have.

Next, we will focus on the objectives of this model, both general and specific.

Among the general objectives, we highlight the formation of infrastructures in order to determine and propagate good practices that promote the promotion of health at work according to national priorities, and also, in order to be relevant at the time of exchange both experiences and knowledge at the European level.

Regarding the specific, we find the administration of knowledge about health at work, the promotion of innovation on the environments and organizational culture, exposition of solid arguments of the promotion of health at work, and the training of tools for your analysis.

In order to achieve the goal of having healthy employees in healthy organizations, the European Network for Health Promotion proposes a series of four standards, which are the total involvement of all personnel in the organization, from levels below superiors; that all can or are allowed to give their opinions on the decisions, so that there is a feeling of integration; that the measures or programs that are implemented, are directed to a series of phases for the resolution of problems; and measures oriented for each employee individually and other measures related to the environment of the organization.



On the other hand, the priorities considered important to undertake future actions are to raise awareness and promote that commitment that all members of companies or organizations have on issues related to the promotion of health at work, determine and communicate those projects carried out success, promote guidelines for effective practice, ratify that commitment that the member states have with the integration of those health promotion programs to work in their own policies, and face the possible specific disadvantages derived from cooperating with the small and medium enterprises.

Since its inception, it has been developing several joint initiatives that include a wide variety of criteria to carry out good practices in the promotion of health in the workplace, taking into account employees, managers and stakeholders, and which is oriented to many types of different companies or organizations from all member countries of the European Union.

Up to the present time, it has developed a total of nine initiatives (see figure 2), in which each of them has been oriented to a different element but all of them related to occupational health. The initiatives are the criteria of quality and success factors, promotion of health at work of small and medium-sized companies or SMEs, health in the Public Administration sector, the implementation of infrastructures to promote occupational health, measures health in an aging Europe, the diffusion of health in jobs in Eastern European countries, healthy lifestyles in the workplace, work in tune with mental health and the promotion of occupational health for employees with chronic diseases.

**Figure 2: Initiatives of the ENWHP model**



Source:European Network for Workplace Health Promotion (1999). Quality criteria for Workplace Health

In the first initiative, its objective was to recognize those companies or organizations that prove that they carry out a series of good work practices so that employees and managers are healthy, so that they are transferred in a document to be able to promote other organizations to that type of practices.

For this, in this initiative a series of quality criteria were created based on the model of the European Foundation for Quality Management "EFQM". These criteria were distributed in six sections, all of them referring to the promotion of health in the workplace, which are the corporate policy, human resources and work organization, planning, social responsibility, implementation and the results..

The second initiative refers to small and medium-sized companies or SMEs, since the vast majority of the workforce in Europe belongs to that sector.

The great majority of the work carried out by the European Network for the Promotion of Health was created and put into operation in large companies or organizations and it is quite difficult to transfer such projects in such companies.

In such a way that this initiative had the objective of carrying out a project that would gather the skills of this sector in the realization of its good practices oriented to the health of the employees and the job, and each member country issued a report of all it using the criteria of this model.

The third of them is focused on how to improve the condition of public administrations regarding health in the workplace throughout Europe to include in their model of good practices taking into account the criteria of defined quality excellence.

Regarding the fourth, it deals with the creation of infrastructures in the member countries of the European Union to transmit and exchange information through forums to help companies and organizations, involving stakeholders, so that by means of a series of rules and utilities, it is easier for them to introduce occupational health in them.

The fifth initiative considers some tactics so that the workforce of employees between 50 and 60 years old, in other words aged labor, can maintain their employment, therefore, these tactics are oriented to the health and well-being of these, know, observe the needs they have and offer a series of aids to promote that well-being and healthy jobs.

In the sixth, they looked at the working conditions of the new Member States of the European Union and those countries that want to belong in the future, in such a way that it was observed that wages are lower than the countries that already belong, but also those conditions are worse, since health and safety at work is quite minimal, employees are not protected as it is due to possible work accidents, they are not protected with measures such as helmets, masks, gloves, among others before dangerous elements, they have Longer working days and with what accumulate higher levels of fatigue and stress. Therefore, with this initiative, several projects were

developed to improve the health conditions in these jobs in these countries.

The seventh of the initiatives is focused on a series of good practices focused on physical exercises, good nutrition, mental health and warning of smoking problems.

For this, a series of quality criteria was based on which many of the companies and organizations of the member countries collaborated so that they could review the level of health in them and thus be able to determine the programs for the promotion of occupational health.

The eighth and the last of these comes to focus on the mental health of all employees, whose initiative explains this concept as a condition of well-being in which each person can develop their capacity, carry out their activities productively and fruitfully, and collaborate with society, because if they have adequate mental health, they will be much more productive in their jobs.

There is a positive relationship between mental health and the well-being of employees, so that what they seek is to promote measures or other ways so that both companies and organizations are involved in promoting mental health in the workplace.

The last initiative emphasizes the promotion of health in the workplace but in this case aimed at those employees who may suffer or have chronic diseases, in which several measures will be developed so that they do not have many obstacles at the time to rejoin and even lose that job because of their illness due to the long period of time, since in some cases, due to that, they made them retire early, becoming discriminated against and even leaving the labor market without having options to return to reintegrate for their scarce options to find work or stay where he was.

### **3.4 Quality criteria for healthy organizations of Canada**

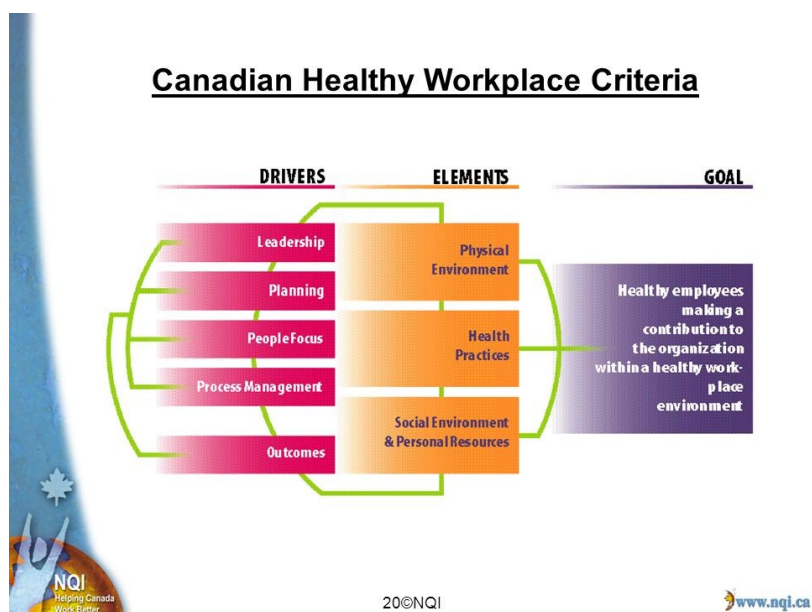
The next model on which we are going to focus is the quality criteria of healthy organizations in Canada, whose model was developed by the National Quality Institute (NQI) in 2007. It is a holistic system, which aims to promote the health, well-being and

productivity of all those with whom the organization interacts.

In this model, as in the previous ones, it is based on those elements that influence so that there is well-being in the workplace for all those who are involved with the organization and the internal and external environment, so that with the data obtained of their interaction with the physical, social and psychological, are used to make a series of criteria, which help all kinds of companies and organizations so that with their implementation in their guidelines can get to convert your workplace healthier environments and improve the quality of employees.

This model of healthy organizations encompasses five key principles that help to ensure that everyone who interacts with the organization is healthier. These are leadership, planning, employee focus, process management and organizational results (see figure 3), which, through the interaction of three key components such as a series of healthy practices, the physical environment and the social, it will be achieved the purpose of having healthy employees, which collaborate so that the creation of an environment within the organization salute.

**Figure 3: Principles, elements and goals of the quality criteria**



Source: National Quality Institute. (2007). Canadian Healthy Workplace Criteria.

Once the five principles are named, we are going to break them down one by one, the first is leadership, which is of great importance to encourage new changes through transmitting the values and indications in order to achieve the desired goal. , in this case of being healthier, try to indicate the new measures, norms that help to obtain a better well-being.

The second is the planning of the aforementioned measures and norms to achieve a health project in which the activities, practices and health programs that have been introduced are continuously evaluated.

The third is the focus on employees, in which it is desired that they are involved in the development of a healthy physical environment, in addition to other tasks that help the organization so that the workplace is pleasant and there is a great well-being , coming to recognize the effort and good work through rewards, it is also important to measure the satisfaction of employees.

The fourth is the administration of the processes, which helps to keep a certain control of how the processes are influencing the well-being of all employees, in such a way that in the event that one of them could harm them or be improve, it will be treated properly, informing the superiors so that it is estimated to make the pertinent changes with the system of corrective action of that or those processes.

The last one deals with the organizational results, which can be observed through reports or other means to see if the objectives have been achieved to get to have healthier environments with less labor risk index and in this way get your employees are better with a suitable well-being.

For all of them to become healthier, it is necessary to add general changes, both in their culture and in several of their policies, such as health, occupational hazards, among other policies they have, in such a way that the new values that include references to health, get a better place of work for managers, managers and all employees who work there. It is intended that those organizations or companies that apply this type of change, have healthier employees, since all those who work in this

area can become much more motivated and be more productive through awards they give with the Escelencia Program

It must be emphasized that in order to achieve that work wellbeing in order to become healthy, there must be an effort on the part of the management, a series of measures to carry out to solve the needs of the employees, the recognition of those factors that make be healthy, the involvement of employees and above all, the evaluation and continuous improvement.

### **3.5 Model of the World Health Organization**

After explaining the previous four models of healthy organizations, we must also include the model created by the World Health Organization in 2010, which is based on the definition it gave on healthy environments, which says that "A place of Healthy work is one in which workers and senior staff collaborate in the implementation of a process of continuous improvement to protect and promote the health, safety and well-being of all workers and the sustainability of the workplace. "

So it is intended to ensure that employees and all senior management cooperate in a process of continuous improvement to achieve conserve and promote health, reduce the possibility of occupational risks and great welfare for all.

For this, a series of foundations that form the basis of this model were created, these are the physical environment existing in the workplace, the psychosocial work environment, personal health resources available to employees and collaboration of the company or organization in the community (see figure 4)

**Figure 4: Elements of the WHO model**



*Source: O.M.S (2010) Healthy environment model of the O.M.S.*

The first of the fundamentals is that referring to the health and safety that all employees and positions superior to them can find in the physical environment of the organization.

There you can find all the elements that are inside such as computer equipment, furniture, materials, machinery and many others that are essential for the company or organization to work.

During the working day, all employees and managers may suffer an accident on occasion, so it is important that all organizations include a program for prevention of occupational hazards. Examples of possible risks that can occur are physical causes derived from some materials that malfunction, cause annoying noises, poor lighting, malfunction of air conditioning equipment, etc; Ergonomic causes derived from bad postures; Mechanical causes of the malfunction of the equipment with which one works, among other causes.

For this reason, the model proposes that for this foundation, it is necessary to perform periodic maintenance reviews, process controls, adapt facilities, and provide appropriate equipment to protect themselves in certain dangerous situations, in



addition to changing the elements that give health problems in the organization, in a way that minimizes the risk of workplace accidents.

The second is that related to the psychosocial environment that exists in the organization and that is composed by its culture, organizational practices and the values that are in it, in which all those who work there coexist every day and can affect both physical as mentally at some point.

Some problems that can be given regarding this are some derivatives of the job such as the demands, pressures, or culture for the policies used, discrimination, respect or other factors that can cause a certain level of work stress, which harms both individually and have a negative effect on the organization.

In order to solve these types of problems, they suggest changing or replacing the practices that negatively influence the job or the culture of the organization to reduce the burden they may have and protect employees through a series of measures that help to achieve a much healthier and less stressful work environment.

The third of these are personal health resources in the workplace, which are those resources that the organization itself offers employees to maintain a healthier habit such as flexible hours, dining rooms or others for employees to feel comfortable and more motivated in addition to checking and helping the physical and mental condition of these.

The possible problems that we can find regarding this type are the heaviness of the schedule in that they are very long, without breaks, without means or sanitary equipment, among others.

Therefore, to solve this, it is suggested to apply a series of rules that help to maintain a pleasant work welfare for all, such as eliminating the smoke zone, helping employees who smoke with other means to comply with this prohibition, provide certain flexibility when they can make work breaks to eat, among other measures.

The last one is the participation of the company or organization in the community, in such a way that there is a certain positive influence in the physical and social environment with the society in which it is located, with the adoption of healthy, welfare and of protection not only for those who work there, but for all those who have a relationship with it.

### **3.6 Integral model of healthy organization**

Finally, after having commented on the previous models of healthy organizations in relation to employee health, we will study the proposal of a comprehensive model of this type of organizations called MIOS proposed by (Hinestroza and Sarmiento, 2013), which It consists of a series of elements that help to ensure that organizations are healthy and improve the welfare of employees, in addition to affecting customers, suppliers, other stakeholders and even the society in which these organizations are located. We must emphasize that it is a model proposal and that it is not validated yet.

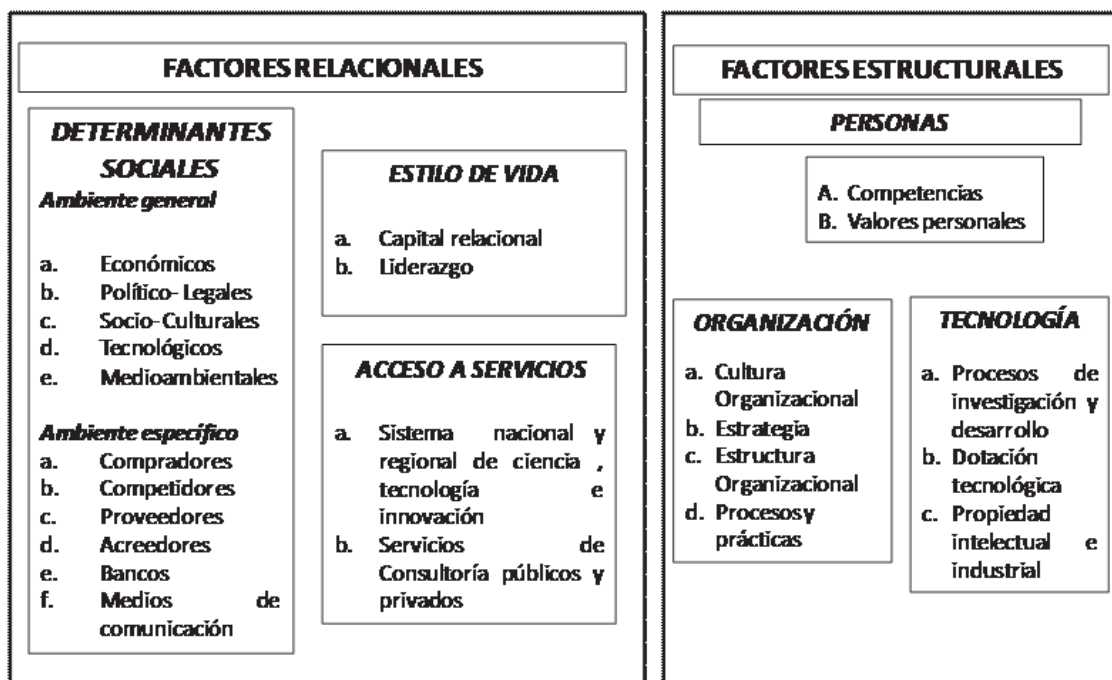
Therefore, when developing this model proposal, all the models we have worked on in this study have been integrated, that is, Wilson et al. (2004), the HERO model of Salanova (2008), the criterion of health promotion of the European Network (1999) and the criterion of healthy work organizations Healthy Workplace (NQI, 2007), but in addition to them, also includes some models of healthy organizations focused on different interest groups such as the model of integrated health management (Zwetsloot and Pot, 2004), and some model that these organizations understand as if it were a living system such as the model of healthy organization (Tarride et al., 2008)

It is a new comprehensive model, which demonstrates how you can obtain a healthy work environment and great well-being, so that to achieve it, not only must be taken into account only in those conditions that exist in the environment internal, but also those that are external to the organization itself have great relevance.

This new type of model, takes into consideration as the main support the denomination of health that gave the WHO World Health Organization (1946), with which it tries that organizations get to be healthy in both physical, social and professional work environments. also in the psychological.

Next, we are going to break down the elements that are in the MIOS model, so that there are two large groups, on the one hand are the relational factors and on the other, the structural factors (see figure 5).

Figure 5: Elements of the integral model of healthy organization



Source: (2013) *Integral Model of Healthy Organization* (Grueso-Hinestroza, & Rey-Sarmiento)

On the one hand, the relational factors are those that make emphasis in both the internal and external environment of the organization, in terms of the relationships that exist between the employees, between them and the different interest groups, among

other elements. In turn, in this group, it is broken down into three sub-elements: social determinants, lifestyle and access to services.

The first one has to do with the elements that exist in an external environment that can influence the health of all the people who work in the organization and that can impact them both positively and negatively. Among several of these elements, we highlight those of a general nature such as the economic, political, legal, sociological, cultural, technological and environmental, but also may affect some specific areas such as consumers, competitors, suppliers, creditors, banks and the media. Communication.

The second is centered on the lifestyle, which influences both the internal and external environment through the relational capital and the existing leadership style in the organization. Relational capital tries to encompass all the different groups of relationships that can occur both in organizations and in companies, such as those of a market, power or cooperation type, so that they can influence all those who work.

On the other hand, in terms of leadership style, the organization will designate in several fields some leaders to indicate to the rest the necessary indications to reach the established goals, reaching a total bond of trust, respect for their leadership .

Now, referring to the style, they are conditioned to several factors such as the methods used or the time they need to carry it out. Some of these styles are innate leadership, charismatic, participatory or absolute.

The third of these sub-elements is the access to support services that are available or have organizations to conserve health and well-being through various means such as science, technology and innovation services and those of advice and consulting both public as private.

On the other hand, going back to the elements of the MIOS model, we find the structural factors, which are mostly related to the internal environment of the organization. In this group we can distinguish three major sub-elements: employees, organization and technology.

The first one has great relevance because it deals with the quality of the employees considering the values and competences that each one of them has, and is that in order for the organization to become healthier, it must be concerned about them in order to know more about them, as they behave individually and with the rest of their classmates, what their motivations are and what series of skills they have and what they do not have to help them, among others, in such a way that they are comfortable in the workplace.

The second element is that of organization, referring to it as all the parts that make it up, such as the organizational culture, its strategies, its structure and the processes and practices it carries out.

All of them have a lot to do with the organization being healthier, since it is necessary to make a series of changes from the top of the organization, which transmit the rules or strategies in their culture through the different departments so that they apply both in the processes and in the practices and you get to have more work health and also better welfare.

The third and last one, has to do with technology, referring to those processes of research and development, to the endowments destined to that technology and to the intellectual and industrial property that the organizations may have.

#### **4 CONCLUSION**

Interest in health and well-being in the context of organizations has received special attention in recent years. Above all, the World Health Organization is committed to encouraging organizations to take measures to improve the work environment and prevent possible risks that may negatively affect the physical, mental and psychological condition of employees.

For this reason, due to the great importance of health and welfare in the organizations, we will work in this study on healthy organizations, different models and everything

related to them.

To sum up, a conceptual review on the concepts of organization (Allen, 1964, Lyman et al., 1975) and health (WHO, 2010), which have served as a basis to begin work on the definition of healthy organizations, so that there are several authors who have defined it as Wilson et al. (2004) that defines them as those organizations that implement a series of jobs that favor and sustain a state of physical, mental and social well-being of all employees and that, in addition, encourages them to have greater efficiency and performance at work. After the definition, we have focused on the characteristics they have and the healthy practices.

Our study, following the definition of healthy organizations, we have found several authors, who have developed a series of models like the ones that can be seen below:

**Table 1: Models of healthy organizations**

| MODEL  | FUNDAMENTAL PRINCIPLES  |
|--|---|
| HEALTHY ORGANIZATIONS OF WILSON ET. AL (2004)              | <ul style="list-style-type: none"> <li>• Central attributes of the organization</li> <li>• Organizational climate</li> <li>• Job design</li> <li>• Future work</li> <li>• Psychological adjustment to work</li> <li>• Healthy employees and well-being</li> </ul> |
| HERO OF SALANOVA (2008)                                    | <ul style="list-style-type: none"> <li>• Healthy practices</li> <li>• Positive psychological capital</li> <li>• Healthy results</li> </ul>  |
| QUALITY CRITERIA FOR THE PROMOTION OF HEALTH (ENWHP, 1999) | <ul style="list-style-type: none"> <li>• Corporate policy</li> <li>• Human resources and work organization</li> <li>• Planning</li> <li>• Social responsibility</li> </ul>  |

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• Put into practice</li> <li>• Results</li> </ul>  |
| QUALITY CRITERIA OF HEALTHY ORGANIZATIONS OF CANADA (2007)    | <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Planning</li> <li>• Focus on employees</li> <li>• Process management</li> <li>• Organizational results</li> </ul>                                    |
| HEALTHY WORKPLACE ENVIRONMENTS WHO (2010)                     | <ul style="list-style-type: none"> <li>• Physical environment in the workplace</li> <li>• Psychosocial work environment</li> <li>• Personal health resources</li> <li>• Participation with the community</li> </ul> |
| INTEGRAL OF HEALTHY ORGANIZATIONS (Grueso, & Sarmiento, 2013) | <ul style="list-style-type: none"> <li>• Structural factors</li> <li>• Relational factors</li> </ul>  |

*Source: own elaboration*

To conclude, we will make a comparison of all the models exposed below explaining the key differences that exist between them.

The first is the model by Wilson et al. (2004). It is treated as a basis to study healthy organizations and to explain the way to proceed regarding health and illness in the organizational field. For this reason, it focuses on the health of employees in order to improve working life and your well-being, so that employees want to continue to stay at work, encourage teamwork.

To achieve this, it is based on a series of systematic efforts in the organizational climate, in the design of jobs, in the development of the professional career of each employee and the proposal of measures to reduce negative psychological effects.

The second is the HERO model of Salanova (2008). It focuses on the health of employees, like the previous model, with the proviso that the health of these is an end to achieve a quality of life within it and not a means to get good organizational results.

Some of the fundamental contributions of this model are those related to positive psychological capital, such as engagement, resilience, among others. For this, it is based on three variables: healthy practices, positive psychological capital and results.

The third is the quality criterion for the promotion of health (ENWHP, 1999). Its main virtue is to find those strengths that organizations have that produce healthy results for all those involved.

To achieve this, it must improve and develop measures in the workplace, in corporate policies and human resources, in addition to the development of professional career, create corporate social responsibility to achieve measures such as family reconciliation, among others. In addition to all this, it has been carrying out several initiatives throughout Europe to improve health and quality of life for various areas.

The fourth is the quality criteria for healthy organizations in Canada (2007).

It is based on a series of criteria of excellence aimed at improving the health of employees and their work well-being through six transcendental elements such as the leadership to spread the necessary values to all, the planning of the strategies on the new measures healthy, the approach that is given to employees to get involved and work as a team, the management of the processes that must be improved and the results obtained from all this and improve the welfare and health of the entire organization

The fifth is the model of the World Health Organization (WHO, 2010). It is a model that tries to provide measures to solve problems related to health, as well as propose measures for them.



It focuses on the physical, mental and psychological health of employees, as it can have a negative impact on productivity and performance. In addition to that, it is also important, personal health resources, such as the support received by the organization through its culture and its working standards, and participation with the community.

Finally, we find the proposal of integral model of Hinestroza and Sarmiento (2013). This model integrates all the previous ones and also some focused on other aspects such as interest groups or organizations as a living system.

It focuses as much on the health of the employees as on that of all the agents of interest that interact with the organization. So it is based on two large groups, the structural factors and the relational factors.

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