

# Assessment of Organizational Health at Islamic Azad University Branch of Dehaghan Based on Demographic Factors

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## Abstract

The purpose of this study is assessment of organizational health at Islamic Azad University branch of Dehaghan based on demographic factors. In this descriptive - survey, population included all employees of the Dehaghan University with diploma or higher in 2014. Simple random is used, and 55 subjects are selected. For data collection we used Organizational Health Questionnaire developed at the University of Isfahan. The Cronbach's alpha coefficients in this study was 0/93. Grading was done on a Likert-style and Data were analyzed using the software SPSS; 19. Results indicate that employee demographic factors such as gender, education, age and marital status had no effect on the assessment of organizational health in university and almost all employees are offered the same opinion.

**Keywords:** Organization, Organizational Health, Organizational health Indicators

## Introduction

Organizational health is to survive and adapt to its environment and upgrade and expand its capacity to accommodate more. Organizational health is a relatively new concept and includes the ability to perform their duties effectively. A healthy organization is a place where people want to work and stay there and be instrumental. On the other hand, healthy and supportive climate causes more trust and thus increase the effectiveness of individuals and their morale. Employees in healthy organizations are committed and conscientious spirit, and high performance, communication channels are open and effective .

If we look at healthy organization as a system in such a case, we do not search organizational health in physical and mental health of staff, but it'll search for the existence and survival of the organization itself.

## Previous Research

### Definition of Organization

Blau and Scott (1962) defined an organization by using categories. The first category consists of the owners or managers of the organization, and the second are the members of the rank and file. Third are the clients, or what Blau and Scott referred to as the people who are outside

of the organization but have regular contact with it. Fourth is the public at large, or the members of society in which the organization operates. They suggest that organizations benefit someone—either the management, the membership, the client, or the commonwealth. This definition fits well with private enterprise in that the managers or shareholders may benefit greatly from the organization's business and sales (Blau & Scott, 1962). Hecht (1980) suggested that "any organization is a complicated system of interactions between people working at various levels in that organization and reacting with the social, economic, cultural, political, and competitive systems which surround it (Hecht, 1980: 86).

### **Human Resource Management**

Human Resource Management (HRM) is a relatively new approach to managing people in any organization (Cascio, 1992). People are considered the key resource in this approach. It is concerned with the people dimension in management of an organisation. Since an organisation is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities (Curtice, 2004). These activities fall in the domain of HRM. Human Resource Management is a process, which consists of four main activities, namely, acquisition, development, motivation, as well as maintenance of human resources (Dolenko, 1990). Scott, Clothier and Spriegel have defined Human Resource Management as that branch of management which is responsible on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees and employees to employees and with the development of the individual and the group. Human Resource Management is responsible for maintaining good human relations in the organization. It is also concerned with development of individuals and achieving integration of goals of the organisation and those of the individuals (Scott & Clothier & Spriegel, 1949).

### **Organizational culture**

Organizational culture is a system of shared beliefs and attitudes that develop within an organization and guides the behavior of its members (Denison & Daniel, 2000). It is also known as corporate culture, and has a major impact on the performance of organization and especially on the quality of work life experienced by the employees. Organizational culture consists of the norms, values and rules of conduct of an organization as well as management styles, priorities, beliefs and inter-personal behaviors. Together they create a climate that influences how well people communicate, plan and make decisions (Amiri kermanshahi, 1992).

### **Organizational Health**

Organizational health is understood as "an organization's ability to achieve its goals based on an environment that seeks to improve organizational performance and support employee well-being" (Wayne, John, Feldman, 1987). The aim of an organizational health analysis/audit is to understand today's complicated business environment in order to help an organization function better. The audit is based on knowledge that combines different disciplines such as organizational psychology, organizational development and organizational behavior. Organizational health is a continuous, dynamic process. Organizations that link support and wellness initiatives to the strategic goals of their business

have the greatest chance of long-term success and sustainability because they are better able to engage and retain talented, resilient employees(, Lynden. & William , Kligle.2000). People are a valuable asset in every organization. Distracted, disengaged, dis-empowered, stressed employees cannot easily provide creative, innovative business solutions that drive organizational success and competitive staying power. Engagement and retention are not the only benefits of a healthy organization(Seyed Javadian,2005). The American Institute of Stress estimates that stress-related illness in the workplace costs American business firms about \$300 billion per year in lost productivity. Unhealthy workplaces create challenges such as: high absenteeism, high turnover, employee disengagement, poor morale, decreased productivity, and poor customer satisfaction.Taking the time to focus on the health of your workforce should be a priority and a primary organizational imperative( Baraynion, 2004). The definition of organizational health has expanded beyond healthy eating, stress management, and exercise practices to include the idea of linking management practices to overall organizational health and performance.A psychologically healthy workplace fosters employee health and well-being, which in turn, enhances organizational performance and productivity. Healthy workplace practices can be grouped into the following categories(Saatchi , M. 2004):

- Employee engagement: Keeping employees involved and motivated.
- Work/life balance:Helping employees to manage their personal responsibilities.
- Employee growth and development: Providing opportunities for employees to learn and expand their skill base.
- Health and safety: Ensuring a secure workplace and encouraging employee health.
- Employee recognition: Acknowledging employees for their contributions

Offering a broader, more inclusivemodel for individual and organizational health encourages organizations to focus on strategic business initiatives that enhance profitability and human performance.Organizational Health is defined as an organization's ability to function effectively, to cope adequately, to change appropriately, and to grow from within. Organizational Health consists of the following ten dimensions(Jahed, 2005):

- Goal Focus- the ability of persons, groups, or organizations to have clarity, acceptance, support, and advocacy of school-wide goals and objectives.
- Communication Adequacy- that state when information is relatively distortion free and travels both vertically and hori-zontally across the boundaries of an organization.
- Optimal Power Equalization - the ability to maintain a relatively equitable distribution of influence between the leader and members of his/her work unit.
- Resource Utilization- the ability to coordinate and maintain inputs, particularly personnel, effectively with a minimal sense of strain.
- Cohesiveness- the state when persons or groups have a clear sense of identify, are attracted to membership, want to stay, and are willing to influence and to be influenced.
- Morale - that state in which a person, group, or organization have feelings of security, satisfaction, well-being, and pleasure.
- Innovativeness- that ability to be and allow others to be inventive, diverse, creative, and risk-taking.
- Autonomy- that state in which a person, group, or organization have the freedom to fulfill their roles and responsibilities.
- Adaptation- that ability to tolerate stress and maintain stability while changing to meet the unique needs of their stake holders.
- Problem-Solving Adequacy- an organization's ability to per-

ceive problems and to solve them with minimal energy. Problems get solved, stay solved and the problem solving procedures are strengthened

**Hypotheses**

1. How do you assess the input-oriented approach of organizational health at the University of Azad Dehaghan based on demographic factors?
2. How do you assess the process-oriented approach of organizational health at the University of Azad Dehaghan based on demographic factors?
3. How do you assess the output-oriented approach of organizational health at the University of Azad Dehaghan based on demographic factors?

Figure 1 shows the model of structural equations in the set of concepts being studied. As it is indicated in figure 1 main hypothesis was confirmed.

**Organizational Health**

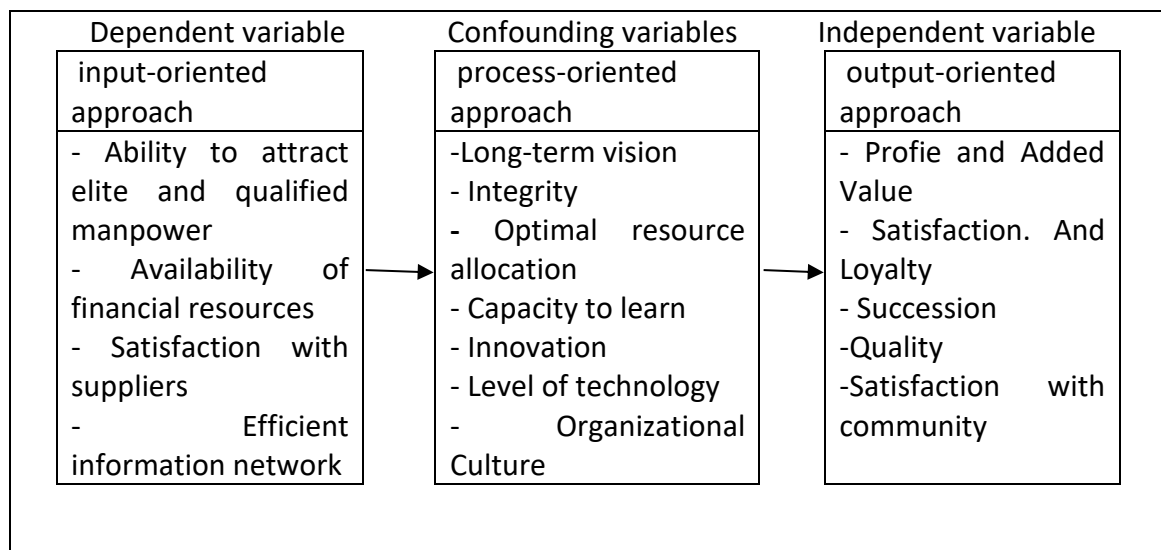


Figure 1: Structural model of study

**Methods**

This study is a survey research and applicable.

Measures: Questionnaire in this study is the main tool for data collection. Data collection in this study is a questionnaires for “Assessment of organizational health at Islamic Azad University branch of Dehaghan based on demographic factors “ which also includes the thirty five questions. . Questionnaire contained 35 items based on Likert five-point scale (5= strongly agree and 1= strongly disagree). Furthermore, to test the questionnaires reliability we used Cronbach's  $\alpha$  scores for each variable as shown in Table1. Also, the face and content validity of questionnaires were determined by the opinions of experts and professors in human resource management.

Table 1  
Reliability

Cronbach Alpha	's	N of Items
0.931		3

4.1. Sex of respondents

Table2

Sex

Sex	Percent	Frequency
Man	66.7	34
Woman	21.6	11
Missing	11.8	6
Total	100	51

4.2. Age of respondents

Table3

Age

Age	Percent	Frequency	Valid
Under 30 years	2.0	1	2.1
30 to 40 years	31.4	16	34.0
40 to 50 years	49.0	25	53.2
Above 50 years	9.8	5	10.6
Missing	7.8	4	
Total	100	51	100

4.3. Respondents' level of education

Table4

Education

Education	Percent	Frequency	Valid percent
Diploma	7.8	4	8.5
High	23.5	12	25.5
Bachelor	49.0	25	53.2
Masters	11.8	6	12.8
PhD	0.0	0	0.0
Missing	7.8	4	
Total	100	51	100

4.4. Work experience of the respondents

Table5: Experience

Experience	Percent	Frequency	Valid percent
Under 5 years	2.0	1	2.1
5 to 10 years	19.6	10	21.3
10 to 15 years	33.3	17	36.2
More than 15	37.3	19	40.4
Missing	7.8	4	
Total	100	51	100

4.5. Marital status of respondents

Table 6

Marital status

Marital	Percent	Frequency
Single	5.9	3
Married	78.4	40
Missing	15.7	8
Total	100	51

4.6. H1 : There is significant difference in assessment of systemic model of organizational health in Dehaghan Azad university based on demographic factors(gender).

$$\left\{ \begin{array}{l} H_0: \mu_1 = \mu_2 \\ H_1: \mu_1 \neq \mu_2 \end{array} \right.$$

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table7

Assessment of Organizational Health Based on Gender

Factors	Sig	df	Statistic T
Assessment of input-oriented approach of systematic model in Dehaghan azad university based on gender	0.876	30	-0.066
Assessment of process-oriented approach of systematic model in Dehaghan azad university based on gender	0.995	29	0.775
Assessment of output-oriented approach of systematic model in Dehaghan azad university based on gender	0.05	26	0.909

4.7. H2 : There is significant difference in assessment of systemic model of organizational health in Dehaghan Azad university based on demographic factors(age).

$$\left\{ \begin{array}{l} H_0 : \mu_1 = \mu_2 = \mu_3 = \mu_4 \\ H_1: \mu_1 \neq \mu_2 \neq \mu_3 \neq \mu_4 \end{array} \right.$$

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table8 :

*Assessment of organizational health based on age*

Factors	Sig	df	Statistic F
Assessment of input-oriented approach of systematic model in Dehaghan azad university based on age	0.252	34	1.432
Assessment of process-oriented approach of systematic model in Dehaghan azad university based on age	0.526	33	0.526
Assessment of output-oriented approach of systematic model in Dehaghan azad university based on age	0.116	30	0.116

**4.8.** H3 : There is significant difference in assessment of systemic model of organizational health in Dehaghan Azad university based on demographic factors(education).

$$\left\{ \begin{array}{l} H_0: \mu_1 = \mu_2 = \mu_3 = \mu_4 \\ H_1: \mu_1 \neq \mu_2 \neq \mu_3 \neq \mu_4 \end{array} \right.$$

According to the below tables if the number of sig is less than Alpha the H0 is rejected and H1 is accepted.

Table9:

*Assessment of organizational health based on education*

Factors	Sig	Mean
Assessment of input-oriented approach of systematic model in Dehaghan azad university based on education	0.252	-0.500
Assessment of process-oriented approach of systematic model in Dehaghan azad university based on education	0.526	-0.161
Assessment of output-oriented approach of systematic model in Dehaghan azad university based on education	0.116	0.10

**4.9.** H4 : There is significant difference in assessment of systemic model of organizational health in Dehaghan Azad university based on marital Status.

$$\left\{ \begin{array}{l} H_0: \mu_1 = \mu_2 \\ H_1: \mu_1 \neq \mu_2 \end{array} \right.$$

Table10:

*Assessment of organizational health based on marital status*

Factors	Sig	Statistic T
Assessment of input-oriented approach of systematic model in Dehaghan azad university based marital status	0.258	-1.155
Assessment of process-oriented approach of systematic model in Dehaghan azad university based on marital status	0.138	-1.522

Assessment of output-oriented approach of systematic model in Dehaghan azad university based on marital status	0.204	-1.305
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## The Results of Hypotheses Testing

### Results of Testing H1

The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha ( $\alpha = 0.05$ ) and the number of t-value is less than  $t_{\alpha/2}$  ( $t = 1.96$ )  $H_0$  is not rejected and there is not significant difference in assessment of systemic model of organizational health in Dehaghan Azad university based on gender.

### Results of Testing H1

The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha ( $\alpha = 0.05$ ),  $H_0$  is not rejected and there is not significant difference in assessment of systemic model of organizational health in Dehaghan Azad university based on age.

### Results of Testing H1

The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha ( $\alpha = 0.05$ ),  $H_0$  is not rejected and there is not significant difference in assessment of systemic model of organizational health in Dehaghan Azad university based on education.

### Results of Testing H1

The results of statistical tests of this hypothesis indicate that because the number of SIG is greater than Alpha ( $\alpha = 0.05$ ) and the number of t-value is less than  $t_{\alpha/2}$  ( $t = 1.96$ )  $H_0$  is not rejected and there is not significant difference in assessment of systemic model of organizational health in Dehaghan Azad university based on marital status.

## Summary and Concluding Remarks

Employees are an organization's most important resource and funding agencies and ensuring their satisfaction increases organizational health. Thus increasing employee satisfaction should be the objective of directors. Organizational health needs of employees with high potential and managers need to make great efforts to promote employee. Since employee participation plays an important role in organizational health, recommended to provide appropriate methods for staff participation to improve individual and organizational performance, job security and mental, employee satisfaction and customer. Whereas, the organizational health is one of the most telling indicators of effectiveness it is recommended that managers behaved quite friendly with their colleagues and encourage employees to continuous learning, foster a sense of trust, compassion and loyalty.

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