

## Investigating the Organizational Health State of Islamic Azad University (Case Study: Region 12)

Ali Khatami, Javad Rashmeh

Department of Education, Roudehen Branch, Islamic Azad University, Roudehen, Iran

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### ABSTRACT

This research, with aim to investigate the existing status of organizational health of Islamic Azad University (region 12) from the viewpoint of faculty members on the basis of Parsons Model was done. Statistical population includes faculty members. Existing research is a line of descriptive survey. The numbers of faculty members of region 12 are about 24860 individuals.

Sampling was done in a single-stage, random and clustered method and the sample size according to the Morgan table, was determined about 377 persons. To gather data was used of a questionnaire titled as organizational health, including the components of spirit, scientific emphasis, compliance, structuring, support of resources, manager's influence and unity and institutional.

To determine the psychometrics features of questionnaire, its nominal reliability with feedback from experts was confirmed. In addition to it, to estimate the internal consistency of questions and components was used of Chronbach method. Questionnaire validity of organizational health (0.82) was attained. Results related to the use of statistical t test showed that organizational health in a significant medium level ( $p > 0.01$ ).

**KEYWORDS:** organizational health, Islamic Azad University.

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### INTRODUCTION

Expressions like culture, health and organizational environment extensively were paid attention to them by administrators, employers and academic institutions in recent half a century. Application of these words mainly indicates the sovereignty of different scientific mentalities which have put its shade on the academic environment of management course and its various branches and in other words "a new special reading from the world" has been put in hands of enthusiasts of this scope of human knowledge by it.

This reading indicates a mental space and main concern dominant upon the researchers' thoughts in the scope of management that in a theoretical framework to explain the phenomena and organizational affairs will be represent. The term of "organizational health" for the first time in 1969 by Miles in the study of organizational environment of schools was applied. According to Miles, health of organization implies to an state beyond the organizational short-term effectiveness and indicates to a collection of relatively high durable features e.g., durability of organization in its environment, consistency with it and upgrading and expanding the ability of the organization for greater compatibility (12).

This terms that for the first time to express the aspects like as durability of the organization was used, based on the works of Bales and Sils (1953) and by Hevy and tarter (1997) nad Hevy and Miskel (1991) as the organization's ability to cope with its environment and creating the coordination between the organizations' members and achieving to its purposes was determined. According to Millis, the healthy organization has ten features such as unity and solidarity, morale, being innovative and independent, compatibility with the environment and competence in solving the problem (1).

Robbins believes that employees' behaviors personally affected from the forth fold factors i.e., attitude, personality, perception and learning will be analyzed (Robbins, 205). As well as the awareness about the employees' attitudes, in the field of work and organization, is necessary for managers (8).

Here, that organization which has the best and entitled management, can reach to its goal better than the others. Because the faculties will create the proper planning. The lack of entitled management, leads to the inconsistency, deviation from target, a waste of time and energy and the organizations due to it go toward the imbalance (1). Healthy organizations can provide the healthy communities.

They can navigate the communities toward the better enjoyment and utilization from human resources, natural resources, technical knowledge and national capital and in addition to achieve the success for itself, to be converted as a factor for communities' success. In the meantime, the university essentially is a regular and coherent system

that with the benefit of its agents and sub-systems, including the parts of education, research, services and civil and ... as well as tries to achieve its purposes.

University as an organization where with having the organizational levels, hierarchies, written provision and power and authority levels were determined by some persons with their tasks that proceeds to achieve its purposes. Effective management in universities is different than from what is occurring in the commercial companies. Commercial companies easily can determine their purposes and transparently express it.

Usually, the most important purpose of commercial companies is achieving profit and other purposes are in the next orders and will be evaluated by it. but, due to the communication of university with the different dimensions of community, different expectations and sometimes conflicting with the university causes an ambiguity to be existed within the purposes such that it cannot be clarified easily. the main subject is not this that the institutions of higher education are not able to diagnose their purposes, but the main problem with them is this that simultaneously several conflicting purposes will be considered by them. (11)

The guidance of community toward the appropriate development, needs training the professional and developed human resources and that its requirements include the partnership decision making and healthy organizational space. In this regard, universities are members of the social systems that are being thought as the awareness driving force and commander tower of communities' thought. Due to the severe transformation that nowadays our world is affected by it, *Feigenbaum (1994) indicates that* today's university more than ever is placed at the center of continuous social and international discussions and their subject is focused on the purposes of universities and guidance and leadership.

In addition to this, the university is involved in the discussions related to the quality and for survival of itself, has not a choice except than increasing the quality and simultaneously reducing the costs. He knew the quality of education as a key factor in hidden competition between countries. Furthermore, one of the successful experiences in the area of higher education in Iran is the establishment of Islamic Azad University. Regarding to the development of this institution of higher education, notice to its organizational health is essential more than ever (19).

For optimizing and improving the state of organization, we have not the choice except than the scientific and exact recognition of norms and indices of organizational health. Organizational health is a theoretical framework an helpful instrument for analyzing, understanding and changing the working environment of organization for the managers (4)

Although, organization health, as is mentioned in the management literature, mainly is related to the staff's health, but is composed of a gradual evolution in use of words and movement from individual's health toward the health of managerial processes, culture and structure and notice to the psychological factors, consistency with working environment, desired emotion of staff, leadership, trust, mutual support, social responsibility, effectiveness and ...

From Kit Davis' perspective, when an organization is healthy that staff feel do something helpful and achieve a sense of personal growth and education. They often accept something that is interesting and provides inner satisfaction.

Most of staff seek for responsibility and growth opportunity and want their sentences to be heard and they be treated such that each one has their own value of individual existence and they want to be assured that the organization truly show sympathy for their needs and difficulties from itself. In the other description of organization' health, an organization can be considered as a healthy organization that can be creative.

Parsons describes for a healthy organization as below: all the social systems for their survival and development, must adapt themselves with their surroundings, and arrest related resources for achieving their purposes and coordinated their activities and motivate their staff. In this case, their organization will be guaranteed. Organizational typology of Parsons especially is helpful that has definite importance in the theory of social systems. All social systems including the society must adapt themselves with their surroundings and arrest the related benefits for their purposes and coordinate their activities and motivate their staff. Although, each one of the organizations has expertise in one of the above four functions, but all of them must do all four tasks for their survival. (5) if an organization want to be survived and developed, must solve the problem of obtaining the purpose and unity and latency.

An organization must obtain sufficient resources and adapt itself with surrounding, define its purposes and perform them, obtain the correlation between the staff as well as obtain and renew the cultural and motivational patterns of organization' region (22) Parsons suggests that official organizations like the universities, will show the responsibility and control of these needs in three different levels from themselves: technical, managerial and institutional levels which are described below. Technical level: creates the product of an organization, a technical function in the organization is an inclusive term of learning and education that the authorities have responsibility in this regard. Administrative level: is a mediator of internal efforts in a system and controls them and managers are the

main employees in an organization. They must find some ways to develop the loyalty and trust of staff and motivate them and create the harmony within an organization.

### **Institutional level:**

Will bind the organization with its surroundings. Being authorized and social support for organization is very important. Managers and staff for doing their tasks coordinately need to a great support without unnecessary pressure and interference by outside the organizations, individuals and other groups. University as a social – educational sensitive system has a special place. Islamic Azad University' branches of 12<sup>th</sup> region can play a critical role and must do it as good as possible and for this have a good effectiveness that so are healthy organizations and in other words has organizational health (23) in his research who evaluated the organizational health, reached to this purpose that the studied university regarding the organizational health aspects of growth and changes of inter-organization processes in terms of staff perspective is located on a medium level, but in an aspect of organizational tasks, is located on a lower level. Ghanbari kuhanjani & Shah hosseini (1998) in their research found that the studied organizations are located on a low situation, therefore, it seems that issue of organizational health in our organizations specially in universities and educational organization is a new one. Now, this main question will be suggested "whether are the indices of organizational health of Islamic Azad University branches of region 12 in a good condition or not?

In this regard, the recent study in outside and inside the country was done that briefly will be addressed their results here. Re research of Ghanbari Kouhanjani (1998) from the perspective of teachers in public nonprofit secondary schools in Shiraz city, in these schools with regard to organizational health, spirit and morale aspect is located on the highest rate of health and support aspect located on the lowest rate and technical level located on the highest rate of organizational health.

Tamimi nezhad (2007) in his research found that Shiraz university and medical sciences university regarding the organizational health and growth aspects and change of inter organizational processes from perspective of staff is located on the medium level, naderi Boldaji (2001) found that generally organizational health of education departments of Chahar Mahal Bakhtiyari Province was higher than the medium level regarding the aspect of institutional unity, influence of manager, consideration, giving the construction, resource support, morale and academic emphasis.

Khodayi (2002) in a study of secondary schools of Zanzan and Zaki (2001) also in study of Shahreza Schools found the organizational health of Secondary schools somewhat higher than the average amount. In the study of Alimoradi rabari (2000) most of the secondary boy schools in baft were located on a medium level regarding the organizational health. in a research that was done by Hevy, tater nad katmap to investigate the rate of schools' environmental health, was found that the rate of health in a healthy environment school regarding the 7 aspects of organizational health considerably is located on a level higher than the average level, while the unhealthy schools' environment regarding these issue is located on a lower level than the mean level.

Moses (2010) in a research entitled as " *Organizational health and teacher efficacy: A qualitative analysis of two measures in elementary schools* " showed that some quantitative differences are between the studied schools in relation with organizational health and also was not seen any significant difference between the schools regarding the efficiency of teachers in this schools. Qualitative data give us a general view about the face of schools and responsibility rate of teachers in the future and also sum of the qualitative analyses of and quantitative data give us a valuable source and appropriate model for our next investigations.

Barcher (2003) in a research entitled as " *Organizational health and teacher efficacy: A qualitative analysis of two measures in elementary schools* " described that the first purpose of this research is to gather the involvement structure of parents and organizational health and investigate the relation between them and also concurrent effect of them in the student's success. Test of these two structures needs to investigate the relation of various kinds of parents' involvement and importance of organizational health. Between 5 schools in suburb of Georgia State, 44 high schools were involved in this research.

Regarding to this that the schools as a part of this analysis, more than 2000 teachers and principals were investigated in relation with the organizational health in 1998 by Hoy & Sabo and another research entitled as " school, family and community's participation " was done by Joyce Epstein in 1999. Parents' involvement and organizational health has a direct relation together ( $p < .001$ ) and also parents' involvement in form 2 (communicative) which was identified in research, form 3 (voluntary) and form 5 (decision making) significantly showed a positive relation with organizational health.

After the alpha control in 0.05, was used of Benferroni technique in this research .by investigating the *involvement form 2 and 5* of parents, we found 45 % variance ( $p < .001$ ) in the organizational health. Finally, organizational health significance and school significance and organizational unity will be combined together in the parents' involvement in voluntary and decision making types and 71 % ( $p < .001$ ) of variance is involved in the students' prosperity.

This research tries to help in making clear the relation between the parents' involvement in the educational affairs , organizational health and students' prosperity , because the other researchers can study the best state of parents' involvement and consequently schools can proceed forward without notice to this that how much their environments complexity, to improve their services.

*Jeannett, Deborah Ann* (1995), *University of Pittsburgh*, in a research entitled as organizational health and management of educational department: managers' perspective. In the period of two decades , were involved in a challenge for identify the organizational health importance in the academy system and in order to develop the organizational health in their academies. The purpose of this research is to study the understanding rate and educational managers' development in the field of organizational health.

The results indicate a complex definition from the organizational health and first preference as a promoter of organizational health. Meanings of these principles in a similar research in 1975 were described by Miles. 12 aspects related to the organizational health were identified. 10 of aspects were similar to the principles of Miles, the same 10 health aspects in Miles' research. Another two principles are trust and humanity which were identified in the current research. These principles study the uncountable questions that affect the organizational health. 56 subjects were found in the research that 47 subjects of it were aligned with 10 aspects of miles' aspects and 9 subjects were identified as an additional case.

Finally, this research emphasizes on the managers' responsibility in the development of health principles. This current research also emphasizes on the school principals importance as a leader in the academy for development of organizational health. *Coote-Solek, Ellen W, from University of Missouri – Columbia*, in a research entitled as “*case study of organizational health, safety of school, and high school principals' provisions in the 21th century schools* ”.

Study of high school principals' provisions as a promoter of organizational health and safety in the schools, is a base for understanding the management methods complexity and required custom in a school with inventory and effective features in 21th century. The purpose of this research is to identify the organizational health development and safety in the schools as well as to identify the organizational health concept such that is possible to be related to the safety level of inside the schools.

Consequently, this research causes to improve our understanding from school provisions as a promoter of organizational health and safety in the schools and as a main factor in better understanding and perfect uptake from management principles in a school with the qualitative indices belonged to the 21th century. *Allison, Michael David* (1992), from *Allison, Michael David* , in a research entitled as “organizational health and success of students in the state academies of *Missouri*”. The problem is this that is there any relation between the students' success and organizational health?

Whether is the organizational health effective on the educational environment and evaluation of students' problems and issues? Results of this research are as following: two variables with most powerful index were revealer in the field of organizational health and students' prosperity, organizational accomplishment and effect of academy management. Organizational accomplishment will be created when the academy not to be vulnerable from side of social groups in the limitation of transferred revenues. Our purpose about the management effect is the managers' ability to enforce and affect the higher order administrators' behaviors than themselves in the organizational categories. *Roufa from State University of New York at Buffalo*, in a research entitles as “ A research about the supervision of educational environments: relation between the occupational proportion and organizational health “. The purpose of this research is to study the relation between the occupational proposition between the state schools and organizational health. For example, we used of 66 supervisors in schools to study our hypothesis.

According to the results of test in our hypothesis, there is no significant relation between the usual form of supervision in SCLL and organizational health reports (each one totally or individually in the rural and urban chain). In the other studies, the only significant finding indicates the high distinction of knowledge about the organizational health by the personnel of different organizational health. *Thompson, John Michael* (1988) from *The University of Wisconsin - Madison*, in a research entitled as “*organizational health in the transitional schools of Wisconsin*” reported that the purpose of this research is to study the relation between the organizational health understanding in the transitional schools , schools organizational structure, school size, type of teachers occupied in this collection and teachers' experience rate.

Here, OHL is used of 67 % of transitional schools in Wisconsin for collecting data. Data were collected from 92 teachers in the transitional schools where in the interdisciplinary courses collections and 91 teachers in the multi-branch schools. Statistical analysis includes the t test with significance rate of 2 and error coefficient of 0.05 % Consequently, because of the research, there was not any significant difference between the organizational health knowledge of transitional schools by teachers in the interdisciplinary schools and multi branch schools. There was not a significant difference in the field of understanding and knowledge of organizational health between teachers who were placed at second degree of organizational importance and those who were in first grade of organizational credibility and teachers who have a long term background with those who have a short term background.

### **Research question:**

How is the current state of organizational health and its indices in units of Islamic Azad University in region 12 from the perspective of faculty members based on Parson's model?

## **RESEARCH METHOD**

According to the indices and research purpose, the used method in this research is a descriptive and survey type method.

The statistical population, sample and method of sampling: statistical population of this research includes the faculty members of region 12 of Islamic Azad University. the braches of Booyin Zahra, parand, Damavand, Roudehen, Shahriar, Firoozkooh, NazarAbad , Qom, Karaj, Varamin, Absard, Abyek, Avouj, Bomehen, Pardis and Robat Karim , Shal, taleghan , Gharchake Varamin, Garmdarreh and Hashtgerd are related to the region 12 . Sampling by the clustering random and single phase method was done and sampling size regarding the Morgan's Table was determined as 377 individuals.

Data collecting method and materials: the method of data collecting was done in a field form and by the questionnaire. The aforementioned questionnaire was prepared based on the theory of Parsons that includes the components of morale, *scientific emphasis, consideration, structuring, and support of resources, the influence of a director, unity and institutional aspects.*

### **The validity and reliability of the questionnaire:**

The aforementioned questionnaire in the form of standard and according to the various theories was prepared , regarding to this for defining the psychometric features of this questionnaire , its reliability of content was confirmed by experts and for estimation of inner parallelism between questions and components , was achieved from the calculation method of Chronbach Alpha in a preliminary study with 30 persons (faculty members and experts ) equal with 0.28.

### **Data analysis method:**

Data analysis method was calculated using the t statistical test (single group) and using the spss software.

## **RESULTS**

Research question: how is the current state of organizational health and its indices in Islamic Azad University branches of region 12 based on Parsons' model? As is seen, the calculated t with the freedom rate of 377 with the significance rate of 0.01 indicates that the organizational health in the units of Islamic Azad University of region 12 is in the medium level. Also, the calculated average (2.79) in the level of 0.01 is greater than the theoretical average (2.5). Therefore, it can be found that the organizational health in the region 12 is in the medium level. About the organizational health indices regarding the calculated  $t$  , it can be resulted that all indices' except than the structuring index are in the significance medium level of 0.01 and the mean of structuring index was confirmed in the significance level of 0.05.

### **Conclusion**

The results of current research indicated that organizational health in the studied units of region 12 significantly is in the medium level. Researchers believe that the increase of organizational health is not a unidimensional case, but is a continuous case that are under the influence of key producer elements of organizational

health such as role clearance, rational requirements, occupation control and decision making authorities, social support in working environment, occupational safety, organizational atmosphere, employment system and .....

In the healthy organizations, all staff are committed and loyal, and have a high moral and performance and communication channels are open and use full and a healthy organization is a place where individuals like it and are proud for their place of working and being there.

In this research, scientific emphasis index is in the medium level from the perspective of managers and faculty members. These results indicate that the studied universities respect to the promotion of expertise level and technical skills of scientific board members and managers.

It seems that in promoting the technical proficiency level of faculty scientific members and managers of relatively good training during the service is going to be planned and established. Feeling of Confidence, trust, sympathy and intimacy and friendship that as the moral index of organizational health is in the medium level between the faculty scientific members. Materials, tools and equipments are sufficient and additional and these materials and tools easily are obtained and from the view of managers are in a relatively good level.

According to these results, it seems that the materials and tools and equipments completely and comprehensively is not existed throughout the studied units. In the studied universities, managers' behaviors are somewhat work-oriented and purpose-oriented and managers are going to make clear their expectations and will obtain the accurate standards of performance and like to show themselves as a sponger and cooperator of staff and accept their suggestions.

Also, managers' ability in affecting practically their extra hands according to the results of this research is in the medium level and will obtain finally the ability of university to comply with their surroundings and compromise with the organizational health program and is protected gains the students and referees and surrounding's unrational demand. The results of current research are in accordance with the results of the research that was presented in the beginning of the research.

Suggestions:

As is seen, results showed that organizational health is placed at a medium level, therefore according to the results obtained here, this suggestion is offered:

- To promote the moral aspect, attention to the positive aspects of non-official groups, some groups which have the physiological consistency, is one of solutions. Creating an intimate environment that staff like their working environment and together and do their work interestingly and generally will be motivated individually and for sake of the university, must be involved in the HR planning preference.
- To promote the involvement and participation aspect, it needs that all levels of staff properly to be involved in the decision making process and feeling of their ownership and organizational improvement. University must reflect the freedom feeling that participatory management system is one of these solutions.
- To promote the scientific aspect emphasis, it's required that the organization to consider itself committed for creating some rate of support in the education and development. Official planning also must be facilitated. Faculty scientific members must participate in the planning and a budget must be there for the support of developmental efforts and department of education's during the service must be promoted.
- To promote the principal's influence aspect, it is desired that the *modern leadership model advantages* such as evolutionary leadership, servant leadership, participatory leadership, patriarch leadership and ... to be presented for the superior managers of Islamic Azad University and leadership relations have a significant role in the organization. They must have intimate behaviors, at the same time that do the best.
- To promote the supportive aspect of resources, some terms and conditions must be created that staff feel the resources were divided appropriately and consistent with the expectations of success.
- To promote the consideration aspect, the relation between the purposes and individual and group roles must be clear. Faculty scientific members must be able to identify the general concentration of their sections and appropriately to be participated in targeting. The description of occupations must be clear and free from any ambiguity and tasks must be individually and clearly explained.
- In this research, organizational health components were considered and selected from the Parsons' perspective and in the regions 10 & 12 of Islamic Azad University. It is suggested that in the other research from other researchers' perspectives for evaluating the organizational health and other regions to be used.

Table 1: results of statistical *t* test (single group)

variable	number	Sample average	standard deviation	t T test	Significance level	Theoretical average	Degree of Freedom
Scientific emphasis index	377	2.62	0.72	3.38	0.000	2.5	376
Moral index	377	2.68	0.69	5.12	0.000	2.5	376
Resource support index	377	3.04	0.29	35.55	0.000	2.5	376
Structuring index	377	2.56	0.66	1.81	0.070	2.5	376
Consideration index	377	3.04	0.34	30.73	0.000	2.5	376
Managers influence index	377	2.88	0.23	31.23	0.000	2.5	376
Institutional unity index	377	2.73	0.55	8.16	0.000	2.5	376
Organizational health	377	2.79	0.25	22.80	0.000	2.5	376

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