

Study the Organizational Health of Islamic Azad Universities of Region 3 from Institutional, Administrative and technical aspects

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ABSTRACT

In this research, organizational health of Islamic Azad universities of region 3 is investigated in four classes, universal, very large, large and medium, from institutional, technical and administrative aspects by questionnaire and their professor's views. The results show that organizational health and the 7th variables of defining health in units of region 3 are in desirable level. In medium units, the 7th variables are in the desirable level and only necessary facilities are not available well. While in large units, there is not available necessary tool for professors and personnel, their managers also do not effect on their top directors and also do not care to the scientific growth of students and professors. In very large units all variables are in desirable level except for caring to the student's scientific growth and obtaining necessary facilities for professors. In universal unit, all variables are in the form of desirable ones. In comparing universities to each other, professor's view was near each other in 5 variables and in the variables, caring to the scientific growth of professors and students and obtaining necessary facilities for professors and personnel, there are differences between units. In the study of having relationship between size of university sizes and health variables, the results also show that there is significant level between size of university units and organizational health, institutional unity, emphasis on regulation and supplying necessary resources for professors.

KEY WORDS: organizational health, institutional aspects, technical aspects, administrative aspects.

INTRODUCTION

Organizational health is a situation that moreover the organization is sustainable and successful in internal environment; it can be compatible with environment in long run and develop the necessary ability for its survival and growth. Concentrating on goal, communication sufficiency, partnership decision making, applying of truly resources, sincerity and correlation, innovation, autonomy, ability to solve problems and evaluation of human forces, are the basis of organizational health. Mathew miles (1969), gives the above dimensions as healthy organization dimensions that can be understood for each organization (Eslamieh, 2007).

Universities organizational health describes interpersonal mobility of students, professors, managers and top directors of one university unit. Healthy organizations grow not only in short time in their environment, but also continue to their progress in long run. Healthy organization is somewhere that people go to their works with interested, commitment and honor. Organization health affect effectiveness of each system behavior a lot according to the physic, mental, security, dependency, valuation on wisdom, proficiency and high characteristic and growth of their capabilities. (Bast, 2010).

The theatrical framework for organizational health that first formed in guidance schools is based on working of Parsones and shilz (1953), Mathew miles (1969) and Hoy et.al (1986).

Training organizations from Parsonz view (1967) have triple levels of activity and tasks: technical level that is related to the organization primary goals, tuition and learning. Administrative level that controls system internal coordination and that is related to the preparation and appropriation of resources. Institutional level that relates organization to itsaround society and defends it against environmental pressure by creating unity sense in organizations. Managers and top directors can guarantee health, survival and development of its organization in these three levels with how to perform. (Haghighat goo, 2009).

In this research, we will investigate organizational health of Islamic Azad Universities of region 3 from institutional, technical and administrative aspects that evaluates universities professors view and ground of directors or their managers performance in high levels and according to this, the quality of their organizational health will be

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measured. For study universities health level, we use the variables such as institutional unity, sincerity between colleagues and managers, partnership decision making, emphasis on regulation, supplying resource for professors working, effect of unity chief to the higher one and paying attention to the scientific growth of students and professors. By studying these units, we can get information about their quality of situation and according to that we can amplify or improve the conditions (Jahed, 2009).

Nowadays we can see that the organizations take strategies whether reengineering, emphasis on team working, flexible areas of working, etc. in order to increase effectiveness and efficiency in direction of persistence and continue of life. Alongside of these cases we should pay attention to the employees' health. In the past, attention to the organizational health was on the workplace, but new researches emphasize more on the mental components of workplace. The researchers understood that these organizational proceedings can create concepts, job control, mental requirements of working, social protection and job security that all of these can affect employee's body and smooth. So it is possible that deficiency of profitability strategies and increasing efficiency, take organization health into risk (Delavar, 2003).

Preservation and development of Islamic Azad University as one of the largest universities of the world need to organize its activities according to the effective relation between resources, facilities and human force and also effective relation between employees, professors and students in order to improve university efficiency as a set (Alagheh band, 2010).

In order to definition of organizational health importance in growth, development and persistence of organizations, this research tries to study the quality of organizational health of Islamic Azad Universities (region 3) in administrative, technical and institutional aspects. (Grin, 2001).

In each research, the goal or goals is followed. Some of the goals are related directly to the research problem that is main and axial goals of research and some of them consider as Subsidiary goals of research. The goals of this research are such as:

Main goal: Finding the response of this question that how is the health amount of Islamic Azad Universities of region 3 in administrative, technical and institutional level? And also investigate the following Subsidiary goals:

1. Using the research results, in order to solve the problems and increase health and efficiency of universities and other institutes.
2. Raising managers and employees knowledge from health and problems of organization in order to remove them.
3. Creating and developing new background in research problems of management science and organizations.

Review on researches and significant frame of research

A research was done by Haggy poor, which was named as study and compare of organizational health of public and nonprofit girly high schools in Tehran from the view of professors in 1375. His results showed that there is significant difference between organizational health of public and nonprofit girly high schools in Tehran.

A research was done by Zengel which was named investigation and comparing organizational health of public and nonprofit schools in the periods of guidance and secondary in Tehran in 1374. He evaluated organizational health by OHD questionnaire. His research results showed that there is not significant difference between public and nonprofit schools in the in education degrees of guidance and secondary from the view of organizational health in institutional level, but there is significant relation in technical and administrative levels.

Eskandari in 1378 investigated the relation between organizational health and performance of Meshkinshahr secondary school managers. The results showed that there is positive and significant relation between organizational health and performance of educational managers and also between organizational healths.

Taheri investigated the relation between organizational health and professors moral of public boys high schools in Tehran in 1381. The results showed that there is high correlation between organizational health and professors moral.

Tesanving, Leongeder, studied the effects of external environment on school organizational health in his thesis in China, Hong-Kong University. The measurement tools of the researcher consists of two questionnaires, one is about evaluation of external pressure factors on school environment by Iyem and the other is about school organizational health catalog by Hovy and Carter Katkamp. The results showed that healthy schools have low pressure from outside and unhealthy schools have high pressure from external environment.

Patel did a research in order to investigate the relation between organizational health and organizational commitment between industrial employees.

The results showed that there is a positive and significant relation between these two variables, in addition 50 numbers of skillful employees that considered their organization as desirable one from the point of organizational health, had more commitment to their organization than usual workers or employees.

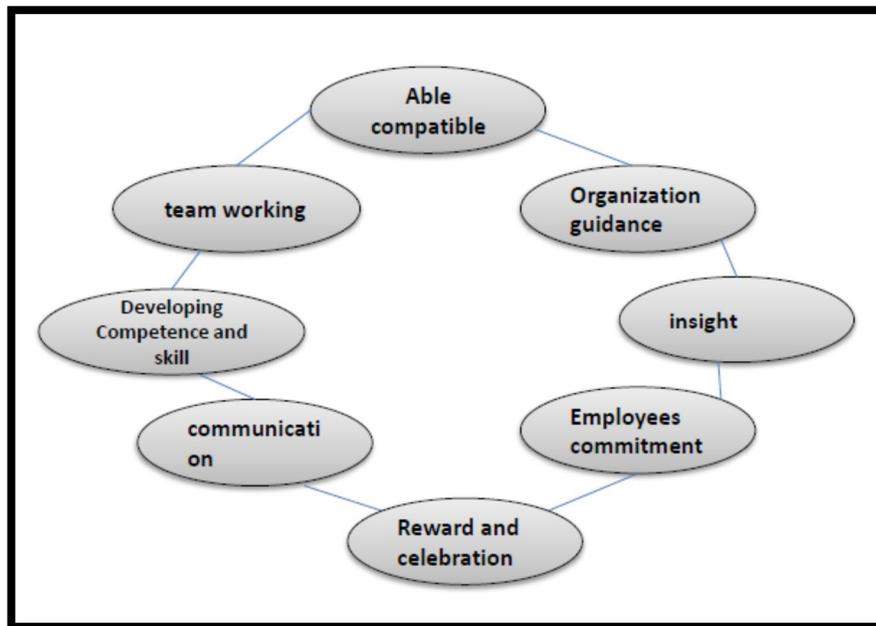
Hoy and Wool folk, also investigated the relation between professors teaching effectiveness and septet aspects of organizational health. They understood that only two factors the aspects of organizational health that were institutional unity and professors moral were in relation with effectiveness of professors group teaching and they caused this effectiveness to be raised.

Miller did a research that was named the relation between professor's conception from school organizational health and the amount of professor's confidence to manager, colleagues and organization. The results showed that there is direct and significant correlation between conception from professors, organizational health and confidence to manager, colleagues and school.

Hoy and Wool folk in other research, which was named investigation the relation between professors proficiency and school organizational health, studied the relationship between two aspects of professor proficiency (individual and republican) with the aspects of healthy school space (institutional coherence, manager force, observance, structure, protection by resource, moral and scientific emphasis). The results showed that there is very strong relation between the space of one healthy school with strong emphasis on scientific aspects and the existence of one influential manager, with professor's individual and republican proficiency.

Health means the lack of illness and insufficiency in one organism. The explosion of a serious illness may conduce to the irreparable abused of organism or even causes it to be died. In medical and mental hygiene branches, the definition of complete health and positive health is to be cared. In the case of positive health, moreover the organism does its task; continue its growth and bloom. Near to this definition is self-discovery (or nature achievement) that it is mentioned in the psychotherapy and human relation training. In the opinion of Mozloo (1954), self-discovery is a tendency of reaching a maturity limit that a person can reach that one. In the case of self-discovery or nature achievement, potential talents of one person are bloomed, and become actual. The two definitions of positive health and self-discovery have special attraction in the branch of behavioral sciences.

Figure 1. Elements of organizational health



RESEARCH METHOD

Choosing the method and kind of research, depend on goals, nature and its administrative facilities. So, when we can decide about kind of research that the essence of research subject, goals and also extent of research domain are specified (Naderi and seif Razaghi, 1370). In this research we are trying to answer this main question that how is the amount of organizational health of universities in region 3 from the view of their professors.

Also the relation of two variables size (size of university units) with the amount of their organizational health is studied. Also other questions are posed as secondary questions that measure health exponent variables. We want to answer this question that if there are institutional unity, directors and managers effect on their superiors, relation style, structure and emphasis on regulations, necessary facilities of employees, cooperation and confidence moral and attention to the personnel scientific growth or not.

For this, the method of this research is descriptive and also we will use correlation method for study the relation of organizations size and measure of their health.

Statistical society of this research is all the professors (full-time, part-time, fee) in Islamic Azad universities of region 3 in educational year 89-90 that their views about organizational health and their variables will be studied.

The academic units of region 3 are classified in 4 groups: universal, very large, large and medium units. For this classification that is in the society, we will use cluster classification sampling and finally simple random.

In general case a universal unit with 500 professors is chosen that sample number is 220 according to the Morgan table. Three very large units with 350 professors are chosen that the sample number is 185. Also three large units are chosen that each has almost 250 professors that the sample is 152 and two medium units that have 108 samples. All of these are statistical sample of this research that according to the probability of imperfect questionnaires and fall of testable, more questionnaires will be distributed.

The tools of collecting information for answering the research questions will be questionnaires. The questionnaire of organizational health that has 44 maxims that have 7 institutional unity variables and measure (X2), influence and the effect of directors (X3), communication management style (X4), emphasis on regulation and structure (x5), supplying the necessary facilities for the professors (x6), cooperation and sincerity moral in university (x7) and attention to the students scientific growth (x8). The responses of each question are a range of 4 choices that have seldom, often, most and always. These responses measure with ordinal criterions that are sequentially given the orders 1,2,3,4.

Analyzing method of datas:

The statistical analyze for each academic unit consist of the stages: stationary test, descriptive statistics and statistical analysis. For stationary test, the method of Cranbakh is used and for descriptive test, we use mode, Min, Max, and the median of observations, drawing of filament diagrams, correlation coefficient of Spirman (r_S) and comparing units in health levels. In doing statistical analysis, we use Vilkakson non-parametric test. Also SPSS and MINITAB software's are used.

Statistical analysis

In this part, we want to answer this main question; it means professors view about the eight subjects. In this part, we use Vilkakson non-parametric test that can result with their orders and median if sample view about subject is positive or not. For doing this, first order median of responses (the median of 1, 2, 3, 4) are calculated that is $Md=2.5$, then do the following test:

$$\left\{ \begin{array}{l} H_0: Md \leq 2.5 \\ H_1: Md > 2.5 \end{array} \right.$$

The results can be done by P-Value with the assumption of acceptable error is 0.05. If $P\text{-Value} > 0.05$, then H_0 is accepted and H_1 is rejected.

If $P\text{-Value} \leq 0.05$, then H_0 is rejected and H_1 is accepted.

If H_0 is accepted, we can say that $Md \leq 2.5$, so the median of responses is less than 2.5 and the respondent view is desirable for this variable. It means that that variable is in that academic unit desirably.

This test cannot be done with SPSS and in this part we use MINITAB software.

Finally, all the observations of academic units are investigated together for (1) Is the entire test stable in all units, (2) descriptive statistics of all tests, (3) analysis of responses and rejection and acceptance of assumptions about 8 assumptions for all professors of region 3, (4) responding to this question that do all different units professors have same viewpoints about their unit management or in other word, the situation of organizational health in all universities of region 3 is investigated and also the difference is studied.

Orders median is done for independent societies by non-parametric test that have the assumption as following:

$$\left\{ \begin{array}{l} H_0: Md_1=Md_2=\dots=Md_9 \\ H_1: \text{At least one median is not the same with others.} \end{array} \right.$$

In this part, statistical analysis is done by sig that is calculated by SPSS. Sig is P-Value or significant level. If sig>0.05, we can say that professors in different units respond the same to this assumption and the organizational health of universities is near each other and there is not any difference. If sig ≤ 0.05, we can say that professors in different units respond different to this assumption and the organizational health of different units is different.

In other words, the test is first done for medium, large, very large and universal units, and then all units are analyzed as academic units of region 3. So we can measure also their organizational health (x1) and health definition variables (x2, x3, x4, x5, x6, x7, and x8).

Research findings

Table 1: collecting results from questionnaire

	Test Statistics							
	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	X ₇	X ₈
N	1463	1463	1463	1463	1463	1463	1463	1463
Median	3.000	3.000	3.000	3.500	3.000	3.000	3.000	3.000
Chi-Square	8.408 ^a	10.338 ^b	8.251 ^c	12.084 ^d	10.422 ^e	84.340 ^f	18.817 ^g	42.560 ^h
df	8	8	8	8	8	8	8	8
Asymp. Sig.	.395	.242	.409	.148	.237	.000	.086	.000

This test is done with the assumption of:

$$\left\{ \begin{array}{l} H_0: Md_1=Md_2=\dots=Md_9 \\ H_1: \text{At least one median is not the same with others.} \end{array} \right.$$

That shows for the assumptions X₁ , X₂ , X₃ , X₄ and X₇ , because P-Value is more than 0.05, so H₀ is accepted (there is not any difference between professors viewpoint of different universities of region 3 about these assumptions), but for the assumptions X₆ and X₈, because P-Value is less than 0.05, H₀ is rejected and shows difference between professors of different universities about these two assumptions. The variable X₆ means supplying the necessary facilities for employees and professors and the variable X₈ means serious attention to the growth and scientific development of students and employees in different units is different that in some units are cared well and the others are not, but in other variables professors viewpoints of different units are near each other. In other words there is difference between the variables X₆ and X₈ between academic units.

Spirman correlation coefficient test (ordinal scale)

(The relation between size of academic units and the quality of organizational health in the frame of 7 health definition variables).

The variable health is in the frame of X₁ and health definition variables are in the frame of X₂ , X₃ , X₄ , X₆ , X₅ , X₆ , X₇ , X₈. The variable, size of academic unit that is an ordinal variable is such as following:

1. Medium units
2. Large units
3. Very large units
4. Universal unit

Table 2. The amount of correlation coefficient of variables

variables		Amount of Spirman correlation coefficient (r _S)	P-Value
Organizational health	X	0/532	0/000
Institutional unity	X	0/448	0/008
Manager influence	X	0/122	0/325
Manager communication style	X	0/08	0/887
Emphasis on regulation	X	0/429	0/012
Supplying necessary resources for professors	X	0/527	0/001
cooperation and sincerity moral in unit	X	-0/018	0/787
emphasis on the students scientific growth	X	0/108	0/325

The positive and significant correlation coefficient means, the amount of variable increases, when the size of university grows. Negative and significant correlation coefficient means, the amount of variable decreases, when the size of university grows. If correlation coefficient is not significant, it means that there is not significant relation between amount of variable and size of university.

With the assumption of error level of 0.05 and confidence level of 95 percent, correlation coefficients become significant that have P-Value of less than 0.05. After calculation of correlation coefficient between variables and units size, we get the following results according to the table:

- ✓ Whatever the size of university grows, the level of its organizational health increases.
 $X_1 \longrightarrow r_s=0.532 \longrightarrow P\text{-Value}= (0.000)$
- ✓ Whatever the size of university grows, its institutional unity increases.
 $X_2 \longrightarrow r_s=0.448 \longrightarrow P\text{-Value}= (0.008)$

- ✓ Whatever the size of university grows, emphasis on regulations also increases.
 $X_5 \longrightarrow r_s=0.429 \longrightarrow P\text{-Value}= (0.012)$

- ✓ Whatever the size of university grows, supplying necessary resources and facilities of professors increases.
 $X_6 \longrightarrow r_s=0.527 \longrightarrow P\text{-Value}= (0.001)$

- ✓ Calculating correlation coefficient shows that there is not significant correlation between other variables (X_3 , X_4 , X_7 , X_8) and size of units.

CONCLUSION AND DISCUSSION

Datas analysis results show that statistical samples of medium universities, describe other health definition variables in their units well and only the variable X_6 is not desirable that is facilities, equipments and necessary materials for professors. The professors do not answer positively in responding to the research question that is if necessary facilities are available for their activity and if they are protected by management or not and they describe the situation of academic facilities and etc. undesirably.

In discussion of organizational resource management, preparation, allocation and maintenance of human resources, financial resources and physical resources mean necessary facilities and equipment's for employees are important and basic tasks of organization directors and managers. One of the methods of measuring organizations effectiveness is the method based on resources supplying (Daft, 1999).

Resources and equipment are as entrance part of academic organizations that are taken from environment and much as human force is experienced, expert and enthusiastic; he cannot have desirable performance if necessary working equipments and tools are not available. More subjects and discussions are not presented well, because of scarcity of academic tools or cannot be understood well. The discussions that need practical working, experiment and research, will be learned by tools. In classes, space and equipments are the basic part of working and if professors do not have pleasant sense from these facilities, (the sense that is not paid attention) they also lose motive of desirable teaching little by little. The students as pervasives will have this sense in learning. Nowadays, all academic organizations pay attention to tools and hardware in academic technology.

Because we understand the subjects well and tangibly, variety in teaching methods becomes more, the subjects that we cannot teach by description, but can be understood by academic tools. Necessary welfare facilities also increase their mental concentration and interest for teching. If organizations want to be in the state of effectiveness, they should be successful in supplying, protection and maintenance of necessary resources for employees.

Performing academic programmers, performing teaching tasks and training the students implicate using amenities and special equipment. Supplying and provision these amenities are part of directors and academic manager's tasks. In this background, we can mention to building and installation, laboratory and studios facilities, hygienic facilities, suitable sport space, library, academic tools and research facilities.

So it is necessary that managers of these universities take more care to this matter, according to the basic role of facilities in the process of education and research. What we said in the division of organizational levels shows that managers in administrative level that control organization internal coordination, do not perform well in medium academic units. That the resources are correctly supplied and allocated, the tasks are appeared and which

expectations they should satisfy, are related to this level. The effect of directors and resource protection, are main guidance activities that guarantee enough academic material and necessary resources of professors.

The achieved results from professor's views of large units show that their directors cannot affect well on their top ones decisions and perform independently, there is not any serious attention to the scientific growth of students and professors and there are not necessary facilities for them desirably. But they describe X_2 , X_4 , X_5 , X_7 desirably.

The professors believe that there are not seen well the variables supplying facilities and necessary materials and attention to scientific growth of students in very large units. We discussed obviously about supplying the resources in the part of medium universities, but for the variables, attention to the scientific growth of students and creating quantity in education, there are questions that if academic regulations and the way of university academic management in a way that:

- Are students serious in doing their tasks?
- Are the respect and special rewards belonged to the people with high marks?
- Is good study valuable?
- Is learning environment regular and lawful?
- Do the professors believe that their students can progress?
- Does academic environment encourage or force the student to study?

Students that study in Islamic azaduniversities are completely different from state universities from age levels aspect. There are teenagers and middle-aged up to old people. Most of them are the employees of other offices and most of them as teenager forces enter the university with the hope of finding jobs by their documents. In each case that they are, most of the society active forces, spend hours per week in classes; accept more financial expenses and also more times. We expect for each human, physical and financial force that education process is in a way that scientific definitions are learned seriously, regular laws are there that raise quality of education and make science and knowledge valuable, so that the people following expertise, can really enter job market or offices with necessary expertise and can compensate the spent expenses and have more effect on the growth and development of the society. But when the professors believe that this interest, quality and endeavour are not seen among learners and academic regulations, there would be concern.

Nowadays, improve of quality in grounds of industry and production, hygiene and education is necessary. In branch of academic systems, attention to the quality is important because of budgets decreasing, lowering the knowledge and skill level of students and forces of people and families for reconstructing academic systems (Alaghe band, 1389). In these situations, the tops of management in education, consider the definition of pervasive quality management with a little adjustment as important tools for reconstructing academic systems. The meaning of quality in management is that organizations do their services and productions correctly from the beginning that enter the society completely and healthy.

It is necessary for this goal that the standards and academic regulations must be formulated in a way that students not only be interested in study, but also has commitment in front of education. Furthermore the professors as professors need to look at teaching and education seriously and sponsorly and supervisory and control regulations are in a case that all follow quality in academic system and as effective people protect academic values and try to encourage students to correct learning.

For the variable directors' affection on their top ones and managers' influence, there are following choices:

- Can universities directors take something as they want for their unit from their top ones?
- Are the universities directors' suggestions in the notice of top ones seriously?
- How many times are the university important programmers protected by top directors?
- Can directors affect their top ones decisions and looking?

Organization of academic systems has concentrated or unconstructed structure in the world. In organizations with concentrated structure, all academic units are controlled with one central organization that this organization has formal power and authority according to the law and apply this by the process of decision making on entire system. The units do not have decision making right for many problems separately. They charge to perform according to the presented programs of central organization. Also, the decisions that are taken in different units about academic affairs, provided to revision and emphasis on higher organization (Alaghe band, 1389).

However Islamic azad university units have independence about their internal decisions, but they are function of region and central organization as concentrated units. In academic large units, professors think that this matter does not happen well. However it is necessary to obey central regulations in concentrated structures, but it is necessary for that manager to attract his top one view by correct programming for improving conditions according to changes in one organization situations.

According to the above interpretations, large and very large universities have imperfections in technical, administrative and institutional levels that it is necessary to be cared.

In one universal unit that was studied as one part of statistical society of this research, all variables were defined well and it was said that organizational health of Azad University is in a good and desirable level.

According to the results, we expect that, students, professors and directors behaviors are accompanied each other in these kind of universities and all like their job and activity (good relation), super academic goals are in the organization and professors and students are attracted seriously toward super education (scientific education), directors and managers behavior is sincerely and protect their employees (relationship guidance), directors, supply necessary financial and physical resources for professors and take their top one agreement (director influence) and have a healthy university that has correlation (institutional unity), whereas professors are protected against external forces and irrational wants of families.

Universities difference in other kinds of organizational health variables

We can get this point from results analysis that professors in all universities have same views in other variables except for supplying necessary facilities for professors and serious attention to the student's scientific growth and only for these two variables, some say that they are desirable and others say, they are not desirable. From this point, we can understand that in institutional level (means where protecting professors and university situation against wanting and environment pressures) all universities are similar to each other, but there are differences in technical and administrative levels.

We can result from the above discussion that health level of Islamic azad universities of region 3 is desirable and fortunately professors have rather good looking to health variables. But between these variables, there are some important variables that professors in other universities say that there are some problems about this matter and we should remove them that these variables are important for the advancement of organization goals, specially academic and research goals. Also the other professors of universities, say that academic space of university is in a case that growth of students are not cared seriously. If this situation continues, scientific and social reliability of the university will be endangered and not only the graduates do not study well, but also cannot enter job market as real experts.

In addition to these two variables, professors expect that their unit's directors can affect better on their top ones and supply authorities, resources and more facilities for unit. In other variables eg institutional unity (desirable relation with environment and defending professors against irrational wanting of society), sincerely relations in university and attention to regulations, there are not any problems. So for becoming health level better in universities of region 3, we can propose the following cases:

1. Universities directors should pay attention to this that expertise and efficiency of forces in technical and administrative levels, are important factors in growth and continuous improvement of organization and its survival. When these forces eg professors and employees have desirable performance, in reality, it helps to the effectiveness of the society. So for their desirable activity, it is important to pay attention to the wanting, needs, interests and necessary tools.
2. Emphasis on professors and students scientific space, cause to achieve reliability for university and success in survival. So academic regulations and dominant culture on academic space should be in a case that student in achieving science and professors in presenting scient do not be careless.
3. Attention to academic space and regularity and endeavour in classes, cause to guarantee students to lesson and university.
4. In healthy, open and dynamic universities, professors, students and employees moral and their reliable degree are high. So creating a sincere and constructive space are directors tasks for creating effectiveness.
5. There should be job-in-training classes for directors by university professors and opinions owner in the ground of definition and the ways of creating organizational health.
6. Unit's directors should pay much attention to the state of mental hygiene, partnership moral, needs and interests of professors.
7. It is necessary for directors to search about organizational health of university and its relation with related variables to the efficiency and effectiveness and do necessary activities for this ground, so the researchers can search.

8. In selection of directors and managers, we should evaluate human, perceptive and technical skills and present necessary educations to them.
9. We should care about this that human, financial, physical and time expenses are spent in universities that if we try to have organizational health variables desirably, we can take good results from these expenses.
10. Professors expect that science and knowledge are paid much attention, necessary tools are supplied and there would be the ground of better training in universities for them and this matter wants the attention of unit management.

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