The Relationship between Organizational Health and Organizational Maturity among Educational Organizations

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ABSTRACT

The present study examined the relationship between organizational health and organizational maturity by using a descriptive-correlation method. The population in this study consisted of all employees of the department of education of a district (about 190 people). Out of this huge population, a number of 127 people were selected by using stratified random sampling method, and Cochran's sample size estimation. The research instrument included two questionnaires. The questionnaire was the 44-item questionnaire of Hoy et al., (1998) called Standard Organizational Health. The other questionnaire was a 67-item researcher-made questionnaire, titled as Organizational Maturity. The face and content validity of both questionnaires were confirmed by experts. The reliability estimate for organizational maturity was estimated by using Cronbach alpha, and it was 0.77. The estimated reliability of organizational health was 0.81. In this study, two levels of analysis were observed. 1) Descriptive statistics including: frequency distribution, percentage, mean, and standard deviation. 2) Inferential statistics including: Pearson or relation test, the stepwise regression test, multivariate analysis of variance(MANOVA). The results showed that there is a relationship between organizational health and organizational maturity (p <0.001, r = 0.621). After consideration of the dimensions of organizational health, there was a significant relationship between dimensions of prudence, building maintenance, resource support, scientific focus, spirit, permeability of organizational health (director's authority), and organizational maturity. In contrast, there was no significant relationship between institutional integrity of organizational health and organizational maturity. The results of stepwise regression showed that among the dimensions of organizational health, (in the first step resource support, in the second step resource support, and spirit. And finally at the third step resource support, spirit, and building maintenance) can predict organizational maturity.
KEY WORDS: Organizational Health, Prudence, Building Maintenance, Resource Support, Spirit, Scientific Focus, and Permeability (director's authority), Institutional Integrity, Organizational Maturity.

INTRODUCTION

Today, inmost countries, education is seen as a growth industry, and after defence, the largest state budget is allocated to education. Education and infrastructure development is the basis for cultural, social, economic, and politic development. Educational systems as critical social systems have a special place in a society. Educational systems can carry on in the way of their important critical responsibilities if they enjoy having healthy dynamic organizations (Jahed, 2010).

Organizational health is an important management construct. Organizational health is focused on desired organizational situations (the situations in which people are fully satisfied of their capabilities and organizations' goals) (Hoy & Tarter&Katkap, 2000).

In Lynden and Klingle's point of view, organizational health is a relatively new concept which is not only consisted of organization's capabilities in doing tasks effectively, but also it includes organization's capabilities for progress and development.

In healthy organizations, committed and conscientious employees are open channel communicators who are highly spirited, and will be succeeded. A healthy organization is a place where people want to stay, work, and be proud of where they are working. Such people are useful and effective themselves.

Organizational health can be positively affective for employees through improving employees 'performance, and working relationships.

Making use of Organizational health, one can detect talents of its members, and implement them in reaching organization's objectives (Kathrine, 2007).

The organization has raised many issues regarding the creation of a state of optimal health or welfare. One of the issues is that managers must try to respond to multiple pressures, they must be responsible in solving and responding many problems.

Rapid and continuous changes in the economy, technology, business, and organizational structures are the types of management challenges that they have always been in spotlight. The point is that though the psychology of organizational health is important in the considerations of stress management, it is not that much

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into account. Taking into account these facts, it is important to note the importance of doing such research studies since they can be the reason of healthy deeds in the working situation, and finding the problems that can cause sickness in organization (Stamatios, 2005).

It is important to say that organizational health is an absolute specificity. The reason to call this an absolute specificity is that organizations can be better and healthier if there happens to be various progresses. When employees work in unhealthy situations, there will be negative outcomes such as absence from the working situation, and delays. These problems will disrupt the effectiveness of the organization. Speaking of organization's health it is not only the absence of sick employees, but also fear of physical sensations to mental health work force is also considered. Developing organizational health through the effective employment of staff will cause a pleasant feeling of work for staffs. This pleasant feeling will also add to the health of employees and will increase their effectively (Hacket & Byocio, 2006).

Based on a research in Saint Louis University in 2009, organizational health tool can be called as an exact diagnosis tool which can diagnose and profit management and its effectiveness in organization. Based on this, one can predict the effectiveness of an organization if the organization's health level can be diagnosed.

Parsonez in the definition of a healthy organization says: all the social systems must adapt themselves to their surrounding community to be able to live and develop. Healthy organizations must also mobilize resources for achieving their objectives. It is good to organize and synchronies their activities, make their employees motivated, and this is in this case that we will have a guaranteed health in an organization for them (Hoy & Miskel, 2003,p.451).

Organizational health is composed of seven dimensions (these dimensions together are made of specific patterns of behaviour and interaction nan organization). The dimensions are:

1- Institutional integrity: is the organization's ability to adapt to the environment in a way that will preserve the unity and integrity of their applications.

2- Director's authority: The Company's ability to influence their superior leaders, encouraging them to pay more attention to the issues mentioned in the organization, and being not trapped by superior.

3- Prudence: is showing respect, mutual trust, cooperation and support.

4- Building maintenance: Overall behaviour of the manager in characterizing employee's relations with each other, job expectations, performance standards, and methods of work clearly define building maintenance.

5-resource support: is providing basic materials for staffs to carry out duties effectively, and the ability to respond explicitly to requests from clients.

6- spirit: is to gather a sense of friendliness, openness, and trust between staff

7- Scientific focus: is the extent that organization wishes the scientific and cultural wants, and tries to achieve it. (Alagheb, 2000).

It seems that organizational health has been effective for some of the variables of organization; also organization is affected by some other variables too. A variable with this capacity is organizational maturity.

Organizational Maturity defines especial skills, and gives the introduction of the special relationship it carries with other variables, such as organizational culture, job satisfaction, leadership style, efficiency, and ... . Organizational maturity also tries to add better solutions and models to meet the needs of corporate employees and organization (Hatampour, 2000).

Veskat (2006)has defined the concept of organizational maturity as: accepting responsibility for one's ability to accept work and responsibility, and the motive to accept duty.

In defining organizational maturity one can say: it is the type of variable that will be taken into account by standardizing the implementation of knowledge, skill, technique, and true management of organizations. These features will enable an organization to reach stability, and success. This will also help the organization to progress more in comparison to other Competitors (Benbasat et al,1999).

In the literature on organizational maturity, organizational maturity in 3levelsof individual, organizational, and procedurals considered. At the individual level of organizational maturity, there will be considerations of the individuals, beliefs, and assumptions. Maturity consists of organization's agile, process, and structures. Organizational maturity also consists of change (as a variable), transformation, competitiveness, learning, and, ...(Soltani & Jonghani, 2001).

Emotional maturity, career maturity, mental maturity, and social maturity as well as other divisions of the level of maturity have been named as other levels of maturity (Izadi e yazdanabadi & Behrangi, 2007).

Mature and developed agencies can easily make a significant change in focus, shape diversification, and accelerate their business to achieve specific objective. This can create opportunities for the organization. These organizations have the ability to forestall competition. The key in foretelling competition is the creation of strategic soul which will reveal the large map of the core skills (Aitken et al, 2003).

Among the organizations that provide access to health and maturity, and provide the infrastructure required to operate these two features, are educational organizations.

Knowing more about the dimensions, and variables of organizational health and maturity in these organizations will facilitate educational, organizational, educational, innovation, and transformational affairs. As

Macguire (2003), has pointed out the brightness of managers is categorized as one of the fundamental issues in bringing up organizational health and maturity. This feature is also really effective in success, and health of employees and educational organizations.

In finding out the relationship between organizational health and organizational maturity, there have been many research studies. Among these studies we can name SeyyedJavadi et al., research in 2008. Their study was entitled as: on finding about the leadership style and organizational maturity in teaching hospitals.
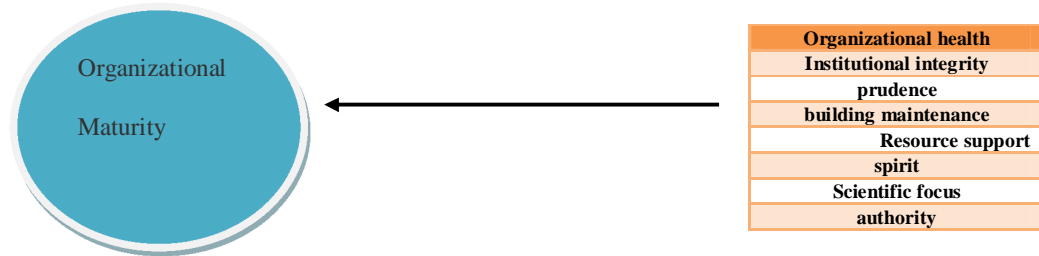
Sobhani (2004): The relationship between organizational health and effectiveness of schools.

Mohammadi e Sadr (2012): A study of the relationship between organizational maturity and innovativeness of faculty members

Necati (2006): Analysis of elementary school teachers' perceptions of organizational health.

Oliveira et al., (2012): the Supportive management relationship and organizational maturity levels.

Based on what was stated above and the previous research studies, the proposed model is designed as it is here:

Organizational health
Institutional integrity
prudence
building maintenance
Resource support
spirit
Scientific focus
authority

Organizational Maturity ← (the above list)

Research objectives

This research study is aimed at investigating the relationship between organizational health and organizational maturity among employees of educational organizations.

Special objectives

1) Investigating the relationship between the dimensions of organizational health (institutional integrity, prudence, building maintenance, resource support, spirit, scientific focus, director's authority) and organizational maturity
2) Investigating the capability to predict organizational maturity by means of organizational health

Methodology, Population, Sampling, Sampling method, Research instruments

The population in this study consisted of all employees of the department of education of a district (about 190 people). Out of this huge population, a number of 127 people were selected by using stratified random sampling method, and Cochran's sample size estimation. The research instrument included two questionnaires. The questionnaire was the 44-item questionnaire of Hoy et al., (1998) called Standard Organizational Health. The other questionnaire was a 67-item researcher-made questionnaire; titled as Organizational Maturity. The face and content validity of both questionnaires were confirmed by experts. The reliability estimate for organizational maturity was conducted by using Cronbach alpha, and it was 0.77. The estimated reliability of organizational health was 0.81.

Main question: Is there any significant relationship between organizational health and organizational maturity?

Table1: Correlation between organizational health and organizational maturity

			The variable of organizational maturity
			Statistical index
Significance level	Square of correlation coefficient	correlation	**Prediction index**
0.001	0.386	0.621**	**Organizational health**

p<0.01

The results indicate that the correlation between organizational health and organizational maturity is significant (r=0.621). This shows that there is a meaningful relationship between organizational health and maturity.

First question: Is there a meaningful relationship between institutional integrity of organizational health and organizational maturity?

Table 2: correlation between institutional integrity and organizational maturity

			The variable of organizational maturity
			Statistical index
Significance level	Square of correlation coefficient	Correlation coefficient	**Prediction variable**
0.469	0.006	-0.076	**Institutional integrity**

p<0.05

The results showed that the correlation coefficient between institutional integrity of organizational health and organisational maturity is not significant (r= - 0.076). This means that there is no significant relationship between institutional integrity and organizational health.

Second question: Is there any significant relationship between prudence from organizational health and organizational maturity?

Table 3: correlation coefficient between prudence and organizational maturity

			Organizational maturity
			Statistical index **Prediction variable**
Significance level	Square of correlation coefficient	Correlation coefficient	
0.001	0.208	0.456**	**prudence**

p<0.01

The results showed that the correlation coefficient between prudence and organizational maturity is significant (r=0/456). This proves that there is a meaningful relationship between prudence and organizational maturity.

Third question: Is there any significant relationship between building maintenance from organizational health and organizational maturity?

Table 4: correlation coefficient between building maintenance and organizational maturity

			Organizational maturity
			Statistical index **Prediction variable**
Significance level	Square of correlation coefficient	Correlation coefficient	
0.001	0.279	0.528**	**Building maintenance**

p<0.01

The results showed that the correlation coefficient between building maintenance and organizational maturity is significant. This means that there is a meaningful relationship between organizational maturity and building maintenance.

Forth question: is there any significant relationship between resource support from organization health and organizational maturity?

Table 5: correlation coefficient between resource support and organizational maturity

			Organizational maturity
			Statistical index **Prediction variable**
Significance level	Square of correlation coefficient	Correlation coefficient	
0.001	0.382	0.618**	**Resource support**

p<0.01

The results showed that the correlation coefficient between resource support and organizational maturity is meaningful (r= 0.618). This proves that there is a meaningful relationship between resource support and organizational maturity.

Fifth question: Is there any significant relationship between sprit from organization health and organizational maturity?

Table 6: correlation coefficient between sprit and organizational maturity

			Organizational maturity
			Statistical index **Prediction variable**
Significance level	Square of correlation coefficient	Correlation coefficient	
0.001	0.310	0.557**	**spirit**

p<0.01

The results showed that the correlation coefficient between spirit and organizational maturity is significant (r =0.557). This means that there is a meaningful relationship between spirit and organizational maturity.

Sixth question: Is there any significant relationship between scientific focus from organizational health and organizational maturity?

Table 7: correlation coefficient between scientific focus and organizational maturity

			Organizational maturity
			Statistical index **Prediction variable**
Significance level	Square of correlation coefficient	Correlation coefficient	
0.001	0.364	0.603**	**Scientific focus**

p<0.01

The results showed that there is a significant relationship between scientific focus and organizational maturity. This means that the correlation coefficient between scientific focus and organizational maturity is meaningful (r= 0.603).

Seventh question: Is there any significant relationship between director's authority from organizational health and organizational maturity?

Table 8: correlation coefficient between director's authority and organizational maturity

Significance level	Square of correlation coefficient	Correlation coefficient	Organizational maturity
			Statistical index **Prediction variable**
0.001	0.210	0.458**	**Director's authority**

p<0.01

The results showed that the correlation coefficient between director's authority and organizational maturity is meaningful (r= 0.458). This means that there is a meaningful relationship between director's authority and organizational maturity.

Eighth question: Which dimension of organizational health has got the capacity to predict organizational maturity?

Table 9: Multiple correlation coefficient table of the dimensions of organizational health to predict organizational maturity

Significance level	F	Adjusted squared multiple correlation coefficient	Squared correlation coefficient of	Multiple correlation coefficient	Prediction variable	Statistical index The variable under study	
0.001	52.53	0.386	0.393	0.627	Resource support	First step	
0.001	34.72	0.451	0.465	0.682	Resource support spirit	Second step	**Organizational maturity**
0.001	26.62	0.484	0.503	0.709	Resource support Spirit Building mainten ance	Third step	

p<0.01

As the results indicate, among the variables under study in the first step of the regression, the best predictors of organizational maturity was resource support, in the second step there was resource support and spirit. And in third step, there was resource support, spirit and building maintenance.

First Question: Is there any significant relationship between institutional integrity of organizational health and organizational maturity?

The results of table 2 showed that the correlation coefficient between institutional integrity and organizational maturity of staffs of department of education of Yazd province was not meaningful (r= -0.076). Institutional integrity is described as the moment when the organization is mutually connected to its environment. Additionally, we can say that institutional integrity means: the organization's capability to connect, and adapt in the way that it can save the organization's unity, integrity, and integrity of its programs. It is under the lights of institutional integrity that the staffs can be protected against unreasonable demands and external pressures. In this way, the organization is not susceptible to the pressures. In addition, institutional integrity is the senior management of the organization to deal with disruptive external forces. This is in this case that the organization's management is capable of showing efficiency towards its benefactors, managers, and seniors. With this policy, he can attract their attention towards the organization's problems. If an organization is with institutional integrity, the manager can avoid facing with pen and paper tasks of the organization, and behave dependently of senior managers. In institutional integrity mode, managers, and staffs can stand against the disruptive external forces caused by customers or share keepers. Sometimes environmental wishes are against the organization's wishes, and in this way they can show reaction to these contrasts. If these problems happen, the organization can successfully connect with environment, and select the best strategy to deal with the possible contrast. In dealing with the contrast, the organizations can implement a model from organizational maturity; In this case, finding out the relationship between the two variables can be calculated.

Based on the existing organizational situation, it seems that the ambiguity of the surrounding environment and the views of the respondents in this regard are not taken into account in this study.

Second Question: Is there any relationship between prudence of organizational health and organizational maturity?

The results in table 3 showed that the correlation coefficient between prudence and organizational maturity of staffs of department of education of Yazd province is significant (r= 0.456).

In explaining the features of prudence we can say that prudence is the honest care toward the staff members in the position of our professional colleagues. This feature can be also expressed as "Adequacyof communication". Adequacy of communication means the existence of the type of communication in which there is no Distortion in horizontal and vertical directions.

Prudence also means the manager's capability in the recognition of staff's cooperation. This characteristic means the feeling of trust, mutual respect, and support. The main focus of prudence is on the effective creation of human relations, creativity and efficiency in organizational relation, implementation of collaborative leadership, and collaboration in general. In the type of organizations that there is prudence we can see the existence of open/free environments, responsible staffs, Productivity and organizational commitment, Culture of collaboration, teamwork and participation indecision-making. Moreover; in prudence dimension, the organization's manager is flexible and can logically accept other's opinions; This means that management accepts logical ideas, and avoids imposing their views on others. Management also weighs down positive and negative ideas. It's important to discuss a mater deeply not judging it by its face. The most significant barriers of prudence in an organization are: Confrontation or bilateral friendship, stability, stability and continuity, knowledge or understanding from each other, Being sceptical of problems, Expectations and prejudices, win-lose mentality, escape from reality, satisfaction centred attitude, not prepared to change negative attitudes, And failure to cooperate with plans aimed at strengthening, and relationships enforcement.

Based on what was stated it is concluding to say that achievement of maturity and progress in an organization is depended on prudence and such foundations. This is why there is a significant relationship between prudence and organizational maturity.

Third Question: Is there any significant relationship between building maintenance of organizational health and organizational maturity?

The finding in table 4 indicated that the correlation coefficient between building maintenance and organizational maturity of staff's of department of education of Yazd province is meaningful (r=0.528).

Building maintenance means expressing work relations, job expectations, performance standards, methods of doing tasks, and feature of a maintained working environment. In this way, the person sets his role and servitors in reaching the objectives, meanwhile planning, schedule preparation, testing new ideas, planning group activities... all and all are in order to investigate the way to reach the objectives. In this way, the manager will follow his functional role. Functional role describes the position of each person in a particular organizational position. The manager will collaborate with others by building maintenance from different ways. The management of the organization will appear in roles liaison, and coordinating information. The other roles that a manager makes use in building maintenance are information distributer, speaker, allocator and negotiator. Due to positive features of the dimension, (including individual space specification, organizational roles and responsibilities, identified standards,) the relationship between organizational health and organizational maturity can be explained. This is because in organizational maturity discussions prospective thinking, and long term horizons with collaborative try are with outstanding position, and these dimensions can be more accessible by means of building maintenance.

Forth Question: Is there any significant relationship between resource support of organizational health and organizational maturity?

The findings in table 5 showed that the correlation coefficient between resource support and organizational maturity of staffs of department of education of Yazd province is significant (r=0.618). In naming organizational health indicators, we can name input parameters. Input attribute refers to the extent that management is able to attracter sources in the environment. The ability or act is dependent on the picture of your organization in that environment. In today's world of organizations; the organizations that have the ability to identify opportunities to attracter sources from the environment are more competitive. It is obvious that such environmental resource information is abundantly found in organization's surroundings. The important thing to do is to select the existing optimal resources. Some resources are more effective in competitive level of an organization, they include: financial, human, and information resources. In human resource dimension, attracting qualified, mature, and skilled people are of paramount importance. In financial resource dimension, attracting the type of resources that are adequate, and have strength and quality is important.

Senior managers' measures in supporting organization's resources are different for financial dimension, and information dimension. For example, in financial dimension the task is to set exchange, and attract the needed credit, but in information dimension, the duty is to save truthful, exact and qualified type of information.

With the above mentioned statements we can say that the type of organization that can enrich itself with the four dimensions of resources has the needed maturity. With this we can investigate the relationship between these variables.

Fifth Question: Is there any relationship between spirit of organizational health and organizational maturity?

The results in table 6 showed that the correlation coefficient between spirit and organizational maturity of staffs of department of education of Yazd province was significant (r=0.557).

Spirit means the state of the individual's feelings about its well-being, satisfaction and its expansion. Spirit is also the person's mental and emotional reactions to their working environment. In this definition, spirit also means the understanding of staffs and employees about the environment which can be positive or negative. Employees with positive spirit are those who are satisfied of their current situation, and are at ease spiritually. In contrast, employees with negative spirit are those who are despaired, discontent and distrust and this is evident in their words and deeds. Because of this qualified spirit is not tangible and can't be observed. We must observe it separate from other actions. But this spiritual quality can be determined through careful observation of the behaviour of certain people. Spirit is a qualitative state which comes up by material and spiritual rewards, with this statement, a strong spirit won't come up with money payments, or utilities but self confidence, life expectation, efficiency, and effectively. Many social factors have also effect in employees' spirit. Human beings select their job based on their own satisfaction. Sometimes our early opinions will lead us to reality and in this state the decision-maker will feel highly spirited. In this way, the organization is moving to maturity and this is because one of the foundations of organizational maturity is the enrichment of the organization with motivated and highly spirited human resources.

Sixth Question: Is there any significant relationship between scientific focus of organizational health and organizational maturity?

The finding in table 7 indicated that the correlation coefficient between scientific focus and organizational maturity of staffs of department of education of Yazd province was meaningful (r=0.603).

Human beings are the main credit and wealth of an organization. This is because all the incidents and decisions in an organization are set by human beings. Thus, it is necessary to continuously improve people of an organization. To keep this important wealth it is necessary to plan accurately.

Since becoming a learning organization is a fundamental change, Once the decision was made to move towards that position, whatever is existing in that organization (e.g.: individuals, methods, and policies) should be re-examined, and synchronized with the change objectives.

The manager of the organization must be satisfied about the fact that education, and knowledge of the employees is really important, and investments in this field has a higher rate of return on capital than the initial investment. He must really believe in the importance of staff training and believe it to be. If the manager believes on these policies, there will be a successful organization and implementing such ideas for senior managers would be an easy task. The organization's manager must identify two cases in each training class; one is the identification of profits of that training class for organization, and second is the individual's profit. Scientific focus which can also be named as professional progress is the stepwise activities of managers by means of information technology, in line with the management and operation of the organization. In this process, managers must be innovative, creative, and genius. They must also believe in the art of expertise and professionalism in tasks. Today, learning and teaching has changed to a necessity. Creation of learning and teaching organizations, and focusing on the management of information resources is an answer to today's changes and troubles. It is obvious that by adding professionalism to our tasks, we must be in line with change and planning to be able to confront with them. This because the change of working environment, work itself, production and service in the organizations is fast. With the traditional methods of solving problems, an organization is no longer able to tackle with problems, and will lose all of its structure. It is obvious that a mature organization (with features such as: collaborative learning, learning community, professional task compilation, new methods, high culture, collaborative effort ...) will be operational if and only if the manager and employees be enriched with scientific focus.

Seventh Question: Is there any significant relationship between director's authority of organizational health and organizational maturity?

The results of table 8 proved that the correlation coefficient between director's authority and organizational maturity of staffs of department of education of Yazd province was significant (r=0.458).

 Director's authority is the ability to have effect on Decisions of superiors and subordinates. An encouraging and influential manager works efficiently with superiors and subordinates. In this way, the management is not only independent but also is influential for his superiors. Such managers are capable of creating motivating environments. In motivating environments, the manager supports his employees for learning, and implementation of learning to do their work related tasks. In these environments, the manager is

interested in knowing the learning outcomes of his employees; he also likes to know how he can help them in transferring the outcomes in doing their job/work. Influential/motivating managers make use of discussion environments in an organization to make his staff motivated.

In a motivating environment manager and staff are collaborative with each other, they also try to upgrade and improve the situation. In systemic point of view, an organization is composed of a micro system from the bigger system, and a macro system for the smaller system. With this composure, motivating/influential features can be obtained. This ability will guide the manager toward organizational maturity.

Eighth Question: which dimension of organizational health has the capacity to predict organizational maturity?

As the results indicate, among the variables under study in the first step of the regression, the best predictors of organizational maturity was resource support, in the second step there was resource support and spirit. And in the third step, there was resource support, spirit and building maintenance.

Based on results of stepwise regression analysis, the relationship between spirit, resource support, and building maintenance was meaningful with organizational maturity. regarding this; in the first step, the index of resource support was 39.3 % of organizational maturity variance, in the second step, spirit, resource support was 46.5 % of organizational maturity variance, and finally in the third step, spirit, resource support, and building maintenance was 50.3 % of organizational maturity variance.

DISCUSSION AND CONCLUSION

The results in table 1 showed that the correlation coefficient between organizational health and organizational maturity is meaningful (r=0.621).this means that there is a meaningful relationship between organizational health and organizational maturity. The coefficient of determination (2r) was 6.38%, and of the variance of organizational health and organizational maturity was shared. This amount of shared variance indicates that 38.6 percent of the changes of these two variables happen at the same time. It is concluding that when the score of organizational health increases, the score of organizational maturity increases, too. In interpreting these results, one can say that a healthy organization is the one in which the main objectives of the organization are clear for the approximate number of employees. And in that organization, all these activities are done in the leading of the organization's objectives. In that organization, all the employees have the sense of belonging to the organization and seek to solve the problems of the organization in the best possible way. Hence they find solutions to problems, and share their knowledge to solve any possible problem. It is to say that in such organizations problems are to be solved realistically and actively. People in these organizations help each other irrespective of position or name; it is not important for them to analyse the behaviour of upper group people in their community. Decision-making in such organizations is solely based on capability, sense of Responsibility, the existence of information, workload, suitability of time, and logical analysis; in such organizations, planning is based on reality, Futurism, and performance and order seeking. There is a spirit of cooperation too in the planning phase. In other words, accepting responsibility is seen by the active cooperation of all the members.

It is also good to say that in such environments demands from lower levels staff sounds possible, and attention and respect are given to them. Personal needs and human relations are in the spot light for the strategic managers of the organization. Collaboration is free and voluntary. Members help each other and are ready for constructive cooperation in order to achieve organization's objectives, and in this way, they try hard. In these organizations, in the case of a critical threat in the organization, members unite to solve their crisis. In a healthy organizational environment, conflict in the decision-making process is really important and it is discussed among the members. People express what they feel and expect others to do the same; learning during work happens with two possibility; 1) with the learner's try 2) help and guidance from teacher.

Each employee sees himself as an individual to develop talented and capable people to learn and see. Criticizing in a group is a normal and progress related procedure. Honesty in behaviour is evident and employees have the sense of respect and belonging to each other, in this way they don't feel alone. Employees are fully mobile. Based on their interest and their choice participate in tasks and enjoy their participation. Management and leadership are flexibly applied in the organization, and in the case of necessity; management and organization adapt themselves to situations and environmental changes.

As another feature we can add that the feeling of trust, freedom, and responsibility acceptance in its maximum level. People clearly know what is really important and what is not! Risk taking activities is one of the progress development reasons, and is accepted by management and staffs of the organization. The organization believes that people must learn from their previous mistakes, and mistakes open new doors towards progress and achievement.

In these organizations poor reactions are diagnosed at the right time; and suitable remedy is to be found collaboratively.

Organization's structure, policy and guidelines are designed so that it can help staff to perform the tasks and guarantee long-term survival and Health for the organization. Additionally, the construction of the organization changes if necessary, and this is because the organization can adapt itself to the environmental circumstances.

In such organizations, traditional methods are under question, and will be left aside if not workable. The Organization sets its pace based on market changes and its facilities; this is because the market is playing the buyer role of its products. Staffs have the ability to predict the future market. There is a reasonable balance between responsibility and authority. Organizational tasks are done quickly because there is no sick organizational bureaucracy.

From the theoretical point of view in the discussions of organizational maturity; organizational maturity can accept responsibility, and has the authority to keep the accepted responsibility (Zare e nazari, 2001). In addition, another issue is the evolution of organizational processes which organizational maturity is seeking for. It is obvious that if an organization is not healthy enough, its progress and maturity at 3 levels of individual, procedural, and organizational will be challenged. We can say that fruits of organizational maturity (Models of excellence, organizational agility, the efficiency, competitive advantage, increase consistency) will be ready in the case of organizational health. With this relation these two variables will be predictable. The results of this study are in correlation with Ahmad and Capertiz (2012) study. They found out that there is a positive correlation between staff's cooperation, adaptability to working environment, cooperativeness in idea exchange, organizational learning, and organizational maturity. The reason is that the variables under study are factors of organizational health. Additionally, the results of the main research question indicate that there is a correlation between human resource strategies (such as Management commitment, accountability, the quality of policies, customer focus and quality of the programs) with organizational maturity (Ahmad and Karimia, 2008).

Olivia et al., research in (2012), showed that there is a correlation between supportive management, and organizational maturity. Cost management, efforts for staff empowerment, team-orientation, and focus on learning strategies are categorized as supportive management indicators in this study. According to the point that the above mentioned factors are also named as main factors in organizational health, we can conclude that the results of these two studies are correlated. The results of the present study are also implicitly correlated with Shariatmadari's research in (1999) titled as: the relationship between organizational health and effectively. Also the results are correlated with that of Haqiqatjo and Nazem's study in (2004) titled as: Relationship between organizational health and productivity.

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