

The Relationship between Staffs' Organizational Health and Organizational Commitment

Case Study: Personnel at the Ministry of Education in Tehran City, Region Eight

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ABSTRACT

The present study entitled “The Relationship between Staffs' Organizational Health and Organizational Commitment; Case Study: Personnel at the Ministry of Education in Tehran City, Region 8” was conducted in the 2014-2015 educational year. It wished to examine the relationship between organizational health and its dimensions, i.e., institutional integrity, manager's influence, circumspection, structuring, resources support, spirit, and scientific emphasis. The study is a descriptive- and correlative-type.

Statistical population of this study contains all 202 male and female personnel at the Ministry of Education, Tehran City, Region Eight. Research sample includes 141 persons, as determined in Krejcie and Morgan table, who are selected from among the statistical population using random sampling method.

Library- and field-based methods are employed to collect data. Questionnaires of Organizational Health Standard with 43 items and Organizational Commitment with 20 items were the instruments whereby data was gathered, in which Likert five-point scale composed of *very low*, *low*, *average*, *much*, and *very much*, was employed. Reliability of the questionnaires was calculated by other scholars to be 0.89 and 0.87, respectively. Gathered data was analyzed using descriptive and inferential statistical methods. In descriptive statistical method, the statistical indices *frequency* and *percentage* and in inferential statistical method SPSS-aided *Spearman correlation test* were used.

There is a significant relationship between institutional integrity and organizational commitment at the 5 percent margin of error. There is a significant relationship between manager's influence and organizational commitment at the 5 percent margin of error. There is a significant relationship between circumspection and organizational commitment at the 5 percent margin of error. There is a significant relationship between structuring and organizational commitment at the 5 percent margin of error. There is a significant relationship between resources support and organizational commitment at the 5 percent margin of error. There is a significant relationship between spirit and organizational commitment at the 5 percent margin of error. There is a significant relationship between scientific emphasis and organizational commitment at the 5 percent margin of error. There is a significant relationship between organizational health and organizational commitment at the 5 percent margin of error.

KEY WORDS: Organizational health; organizational commitment; Education

INTRODUCTION

Our world is the world of organizations whose chief operators are human beings, the ones who electrify the organizations and allow for fulfilment of objectives. Organizations are, in fact, meaningless without human beings. The doubt may be raised that human beings are presently being replaced by robots and machines and their roles are on a slight decrease. This is, however, utterly far from reality and machinated and automated work can only change the type of human activities. The role of human being as an organization's coordinators will always remain there (Morhed and Greefine, 2005).

Parts of our lives have certainly been spent in such different organization as schools, social groups, family, sport clubs, hospitals, workplace, etc. An organization is composed of planned coordination of activities of a group of people aimed at achievement of some common, clear-cut objectives through work division, duty determination, work hierarchies, and responsibilities. Therefore, this is argued that each organization has defined official structure in which individuals' activities are grouped to achieve the common objective (Sa'atchi, 1995).

Individuals' personal behaviors are analyzed as influenced by four factors: attitude, personality, perception, and learning (Robbins, 2005). Thus, personnel's attitudes toward work and organization are essential for managers

(Farhangi and HosseinZadeh, 2005). According to conducted research, three main attitudes of job satisfaction, job dependency, and organizational commitment have attracted the most attentions.

LITERATURE REVIEW

Manager of a healthy organization established dynamic leadership: a duty- and relationship-oriented leadership. Such an organization supports and guides its personnel and secures higher performance levels. Moreover, a manager is independent in his/her thoughts and functions. Personnel of a healthy organization are utterly satisfied at their work, enjoying their workplace.

Organizational health provokes a vigorous, intimate organizational atmosphere and makes individuals work energetically. One of the factors that propels personnel to work at their full power is being committed to their work.

According to conducted research, organizations, in order to accomplish their purposes, need several factors, among which organizational health is of paramount importance. Organizational health increases creativity and productivity, elevates life quality, promotes job satisfaction, and obviates occupational burnout. Organizational commitment comes next and is able to increase occupational ethics, job satisfaction, social responsibility, and organizational justice and reduce stress levels.

Hypotheses of the Research

Main Hypothesis

There is a relationship between organizational health of Tehran Education personnel and organizational commitment.

Secondary Hypotheses

1. There is a relationship between institutional integrity of Tehran Education personnel and organizational commitment;
2. There is a relationship between manager's influence of Tehran Education personnel and organizational commitment;
3. There is a relationship between circumspection of Tehran Education personnel and organizational commitment;
4. There is a relationship between structuring of Tehran Education personnel and organizational commitment;
5. There is a relationship between resources support of Tehran Education personnel and organizational commitment;
6. There is a relationship between spirit of Tehran Education personnel and organizational commitment;
7. There is a relationship between scientific emphasis of Tehran Education personnel and organizational commitment.

44-item OHI questionnaire was designated in 1996 by Hovey and Fieldman, which is translated by Alagheband into Persian. This questionnaire has been employed in different studies and its validity is affirmed by related experts. Shah Hosseini and Hajipour have reported its reliability to be approximately 0.89. In his research project, Sharifi (2010) evaluated the questionnaire's reliability and calculated its Cronbach's alpha to be 0.96. In other domestic studies, questionnaire's reliability was reported to be 0.89 and 0.78 (Azizi Moghadam, 2009).

Organizational commitment questionnaire was designated by Allen and Mayer in 1984. It is translated by Shekarkan into Persian in 1996. Creditability coefficient of this instrument in all articles was calculated to be between 0.17 to 0.71. Reliability of this instrument is, in addition, 0.78 using Cronbach's alpha analysis and 0.73 using split half method (Pasha et al., 2008).

Statistical Methods

Questionnaire-obtained data of the research were analyzed in two descriptive and inferential levels using SPSS20. In descriptive statistics level, data are described using such statistical indices as *frequency*, *percentage*, *relative average*, and *diagrams*. In inferential statistics level, moreover, *Spearman correlation test* was used for testing hypotheses of the research.

Applying one main hypothesis and six secondary hypotheses, the author is intending to examine the relationship between personnel's organizational health (institutional integrity, manager's influence, circumspection, structuring, resources support, spirit, and scientific emphasis) and organizational commitment.

Since the measurement scale is of ranking type, Spearman correlation test, which is a nonparametric test, was considered to be the best analysis method for diagnosing purposes. Accordingly, this test was carried out for all hypotheses, as follows:

First hypothesis: There is a relationship between institutional integrity of Tehran, Region Eight, Education personnel and organizational commitment.

Null hypothesis: There is no relationship between institutional integrity of Tehran, Region Eight, Education personnel and organizational commitment.

Table 4.13: Spearman correlation test results on the relationship between personnel’s institutional integrity and organizational commitment

Variables	Frequency	Test amount	Level of significance
Teachers ‘institutional integrity and organizational commitment	140	0.214	0.011

Given the test amount ($r=0.214$) and level of significance ($p=0.00<0.05$) cited above, hull hypothesis is rejected. Thus, this is argued that there is a significant relationship between institutional integrity of Tehran, Region Eight, Education personnel and their organizational commitment at the error level of 5 percent. Moreover, results of this test can be generalized to the whole statistical population with a probability of 95 percent.

Second hypothesis: There is a relationship between manager’s influence of Tehran, Region Eight, Education personnel and organizational commitment.

Null hypothesis: There is no relationship between manager’s influence of Tehran, Region Eight, Education personnel and organizational commitment.

Table 4.14: Spearman correlation test results on the relationship between manager’s influence and organizational commitment

Variables	Frequency	Test amount	Level of significance
manager’s influence and organizational commitment	140	0.595	0.000

Given the test amount ($r=0.595$) and level of significance ($p=0.00<0.05$) cited above, hull hypothesis is rejected. Thus, this is argued that there is a significant relationship between manager’s influence of Tehran, Region Eight, Education personnel and their organizational commitment at the error level of 5 percent. Moreover, results of this test can be generalized to the whole statistical population with a probability of 95 percent.

Third hypothesis: There is a relationship between circumspection of Tehran, Region Eight, Education personnel and organizational commitment.

Null hypothesis: There is no relationship between circumspection of Tehran, Region Eight, Education personnel and organizational commitment.

Table 4.15: Spearman correlation test results on the relationship between circumspection and organizational commitment

Variables	Frequency	Test amount	Level of significance
Circumspection and organizational commitment	140	0.677	0.000

Given the test amount ($r=0.677$) and level of significance ($p=0.00<0.05$) cited above, hull hypothesis is rejected. Thus, this is argued that there is a significant relationship between circumspection of Tehran, Region Eight, Education personnel and their organizational commitment at the error level of 5 percent. Moreover, results of this test can be generalized to the whole statistical population with a probability of 95 percent.

Fourth hypothesis: There is a relationship between structuring of Tehran, Region Eight, Education personnel and organizational commitment.

Null hypothesis: There is no relationship between structuring of Tehran, Region Eight, Education personnel and organizational commitment.

Table 4.16: Spearman correlation test results on the relationship between structuring and organizational commitment

Variables	Frequency	Test amount	Level of significance
structuring and organizational commitment	140	0.376	0.000

Given the test amount ($r=0.376$) and level of significance ($p=0.00<0.05$) cited above, hull hypothesis is rejected. Thus, this is argued that there is a significant relationship between structuring of Tehran, Region Eight, Education personnel and their organizational commitment at the error level of 5 percent. Moreover, results of this test can be generalized to the whole statistical population with a probability of 95 percent.

Fifth hypothesis: There is a relationship between resources support of Tehran, Region Eight, Education personnel and organizational commitment.

Null hypothesis: There is no relationship between resources support of Tehran, Region Eight, Education personnel and organizational commitment.

Table 4.17: Spearman correlation test results on the relationship between resources support and organizational commitment

Variables	Frequency	Test amount	Level of significance
resources support and organizational commitment	140	0.451	0.000

Given the test amount ($r=0.451$) and level of significance ($p=0.00<0.05$) cited above, hull hypothesis is rejected. Thus, this is argued that there is a significant relationship between structuring of Tehran, Region Eight, Education personnel and their organizational commitment at the error level of 5 percent. Moreover, results of this test can be generalized to the whole statistical population with a probability of 95 percent.

Sixth hypothesis: There is a relationship between spirit of Tehran, Region Eight, Education personnel and organizational commitment.

Null hypothesis: There is no relationship between spirit of Tehran, Region Eight, Education personnel and organizational commitment.

Table 4.18: Spearman correlation test results on the relationship between teachers' spirit and organizational commitment

Variables	Frequency	Test amount	Level of significance
spirit and organizational commitment	140	0.552	0.000

Given the test amount ($r=0.552$) and level of significance ($p=0.00<0.05$) cited above, hull hypothesis is rejected. Thus, this is argued that there is a significant relationship between spirit of Tehran, Region Eight, Education personnel and their organizational commitment at the error level of 5 percent. Moreover, results of this test can be generalized to the whole statistical population with a probability of 95 percent.

Seventh hypothesis: There is a relationship between scientific emphasis of Tehran, Region Eight, Education personnel and organizational commitment.

Null hypothesis: There is no relationship between scientific emphasis of Tehran, Region Eight, Education personnel and organizational commitment.

Table 4.19: Spearman correlation test results on the relationship between scientific emphasis and organizational commitment

Variables	Frequency	Test amount	Level of significance
scientific emphasis and organizational commitment	140	0.483	0.000

Given the test amount ($r=0.483$) and level of significance ($p=0.002<0.05$) cited above, hull hypothesis is rejected. Thus, this is argued that there is a significant relationship between scientific emphasis of Tehran, Region

Eight, Education personnel and their organizational commitment at the error level of 5 percent. Moreover, results of this test can be generalized to the whole statistical population with a probability of 95 percent.

First main hypothesis: There is a relationship between organizational health of Tehran, Region Eight, Education personnel and organizational commitment.

Null hypothesis: There is no relationship between organizational health of Tehran, Region Eight, Education personnel and organizational commitment.

Table 4.20: Spearman correlation test results on the relationship between organizational health and organizational commitment

Variables	Frequency	Test amount	Level of significance
organizational health and organizational commitment	140	0.489	0.000

Given the test amount ($r=0.489$) and level of significance ($p=0.000<0.05$) cited above, null hypothesis is rejected. Thus, this is argued that there is a significant relationship between organizational health of Tehran, Region Eight, Education personnel and their organizational commitment at the error level of 5 percent. Moreover, results of this test can be generalized to the whole statistical population with a probability of 95 percent.

DISCUSSION AND CONCLUSIONS

Inferential Results

- There is a significant relationship between institutional integrity of Tehran, Region Eight, Education personnel and organizational commitment at the error level of 5 percent;
- There is a significant relationship between institutional integrity and organizational commitment at the error level of 5 percent;
- There is a significant relationship between manager’s influence and organizational commitment at the error level of 5 percent;
- There is a significant relationship between circumspection and organizational commitment at the error level of 5 percent;
- There is a significant relationship between structuring and organizational commitment at the error level of 5 percent;
- There is a significant relationship between resources support and organizational commitment at the error level of 5 percent;
- There is a significant relationship between spirit and organizational commitment at the error level of 5 percent;
- There is a significant relationship between scientific emphasis and organizational commitment at the error level of 5 percent;
- There is a significant relationship between organizational health and organizational commitment at the error level of 5 percent.

Suggestions from Results of the Research’s Main Hypothesis

The learning culture and empowerment of human resources should be promoted through implementation of KM-related methods and models within the organization, provision of appropriate contexts to share and transfer knowledge from experienced workers to less skilled ones, and improvement of organizational culture.

Suggestions from Results of the Research’s Secondary Hypotheses

Research’s Suggestions

Given the research’s results and findings, the following recommendations are proposed:

- Managers are suggested to provide with their personnel educational courses held by university teachers and experts regarding concepts and importance of organizational health;
- Organizations’ officials may encourage and motivate their workers through evaluation of their performances and generation of work feedbacks;
- To enhance organizational health within the Education Organization, continuous, bilateral, and fearless relations among coworkers, subordinates, and supervisors should be facilitated;

- Organizations' officials should engage their workers in development of organizational objectives and perspectives aimed at designation of organizational perspective and organizational commitment;
- Organizations' officials should assist their workers in enhancing their organizational health by means of explaining their duties aligned with organizational objectives and assigning them at their well-liked technical positions related to their academic majors, work records, and interests;
- Managers should make attempts to expand creativity and innovation in their workplaces and advance integrity of their plans and programs through engagement of their personnel in decision-making and conflict-resolution processes, establishment of a suggestion system, offering physical and mental assistances, arranging required educational courses, and elevation of workers' spirits.

5.7. Suggestion for Future Studies

- The topic of this research is proposed to be carried out for the case of other organizations to determine their status;
- The relationship between organizational health and other variables such as an organization's productivity is suggested to be examined in a research project.

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