

The Relationship between Component of Organizational Health, Organizational Help and Staff Motivation

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ABSTRACT

This research proceeds to investigate the relationship between organizational health and the performance of the official employees of Islamic Azad University, Roudehen Branch in 2014 considering the effect of parameters such as clarity, ability, incentive, help, reliability, environment and evaluation as dependant variables affected by the health factor. In terms of method, this is a descriptive-survey research and as to the objectives, it is an applied study performed in a documentary-field frame. The questionnaire designed by the researcher including 11 questions about organizational health, Hersey and Goldsmith Standard Questionnaire including 42 questions about the performance were applied as the instrument. As to the quality of these questionnaires, their reliability and internal consistency are respectively equal to 0.85 and 0.92. Statistical population includes the official employees of Roudehen Branch of Islamic Azad University (400 individuals) among whom 200 ones were selected as the sample through Cochran's formula and random simple sampling. The following results were achieved after collecting and analyzing data using inferential statistic, Pearson's correlation method and regression: there is a relationship between clarity, ability, incentive, help, reliability, environment and evaluation, and health.

KEYWORDS: Organizational help, organizational performance, staff

1. INTRODUCTION

Since organizations are imagined as an independent identity of their members through which they can affect the staff behavior. This characteristic and identity can either enjoy health or suffer an illness. Therefore, we encounter a new discussion in theoretical context of organization and management: organizational health. Although organizational health mainly depends on staff wellbeing, a gradual evolution is developed in using the terms and moving from individual wellbeing towards health of management processes, culture and structure, paying attention to psychological parameters, adaptation to work environment, desired feeling by the employees, leadership, trust, mutual support, social responsibility, effectiveness [1].

The social nature of human requires his communication with various aspects of the society and its internal collections. Communication is more important in modern societies in which new problems have been caused for people along with the complication of life process. Communications are among the most important parameters of development, eminence and human success in such societies. As a social institution and because of its substantial objectives, organization goes beyond the daily relationships and establishes a sort of organizational communication between the individuals. Clearly, such communications and their orientation toward organizational objectives are among the significant points considered by the managers. Managers have also understood that an effective communication with human resources and perception of the communicational motivations of the staff is an effective parameter in their success in realization of the designed organizational objectives. Therefore, managers of different levels are responsible to establish proper relationships in the organization; thus should be aware of the quality and quantity of communicational process and how to establish effective relationships [2].

Today, the importance of human factor and its unique role as a strategic resource, that designs and performs organizational systems and processes, is far more than before, in a way that human beings are mentioned as the most important resource and asset of the organizations in advanced organizational thought. Therefore, organizations today fight for their survival, discipline and development so that through educated human resource' they can achieve a fast growth, continuous promotion, efficiency, profitability, flexibility and be prepared for the future and excellent opportunities in global arena. It is really impossible for the organization to face the best rivals efficiently in the absence of these qualities [3]. Training and reformation, continuous effort planned by the manager promotes staff competence and organizational performance, which is followed by the improvement of the quality of life [4].

According to Talcott Parsons, in order to survive, grow and develop, all social systems need to resolve four basic problems: adaptation, goal attainment, integration and latency. Organizational health refers to the ability of organization to survive and adapt to its environment, and improve this ability [5].

Organizations play a significant role in social change and their performance results in ascending or descending growth of societies. Therefore, investigation of organizational health and its effect on the performance of the organization staff can be considered by social science scholars in different periods in order to achieve new findings in this arena .

Today, organizations and social institutions proceed to perform a major part of the previous family functions. As time goes by, industrialization of societies increase the significance of organizations up to the point that today, it is impossible for people to live without the existing organizations. Organization is considered a social fact in human life, and since in one aspect, sociology is the science that studies the social facts, it is necessary to study organization in this arena besides the other social aspects and phenomena [6]. Since sociology is responsible to set the social order in the society on order to make it balanced, calm and secure; and due to the fact that organizational deficiency can endanger social security, it is highly significant to study the organizations. Healthy organizations should be developed in order to have a healthy society; and in order to develop organizational health, the existing atmosphere in these organizations must be studied. Considerable practical efforts have been made to define, explain and evaluate the social atmosphere of organizations. "Organizational health" is one of the famous and useful theoretical frameworks in this arena [7].

Identification of the effects of organizational health and ways to achieve it leads to a better advancement of organizational objectives and proper utilization of the working human resource. The existing organizations in a society act like the vital organs of the human body, therefore, the more healthy organizations, the higher satisfaction in that society.

Objectives

1. The relationship between the components of organizational health and organizational help of the staff
2. The relationship between the components of organizational health and staff motivation

Hypotheses

1. There is a relationship between the components of organizational health and organizational help of the staff.
2. There is a relationship between the components of organizational health and staff motivation.

In his research named "Investigation of the Relationship between Evolutionary Leadership and Organizational Health in Primary Schools of South Kallonia" (PHD thesis), Robbins [8] concluded that there is a significant and positive relationship between evolutionary leadership and organizational health in primary schools. Results indicated that the perceived leadership style affects the perceived health in the organization.

In a study named "the Effect of Evolutionary Leadership on Organizational Performance through Knowledge and Innovation", Garcia Morales found that through affecting the organizational learning, evolutionary leadership and organizational innovations are related both directly and inversely [8]. In another research named "Investigation of the Relationship between Teachers' Efficiency and the Organizational Health in School", Hersey [9] investigated the relationship between two (individual and group) aspects of teacher's efficiency and the aspects of a healthy school atmosphere (institutional consistency, manager's influence, consideration, organization, supporting through resources, spirit and scientific focus). Results indicated a very strong relationship between a healthy school atmosphere and strong focus on scientific aspects, presence of an influential manager and group and individual efficiency of teachers [9].

Ghahremani et al. [10] performed a research named "Evaluation of Organizational Health n Faculties of Shahid Beheshti University". By and large, results indicated that among the 13 research components, Communications, faithfulness and commitment, spirit at work, reliability and fame, morality, path-goal, leadership, staff development, health and security were evaluated to be high considering the condition of the faculties of Shahid Beheshti University, while participation and learning, performance identification, optimum use of resources, physical condition are assessed in a low level and the university needs to improve them.

2. MATERIAL AND METHODS

Considering the subject nature and research objectives, a "documentary-field and descriptive-survey" method was applied. Statistical population included the official employees of Roudehen Azad University (400 individuals) who were present at work during the research period.

Sampling and data collection:

Simple random sampling method was applied through which 200 individual were selected. For data collection, the standard questionnaire of Hersey and Goldsmith was applied.

Reliability: The instrument is a standard questionnaire with confirmed reliability.

Data analysis method:

Research data were analyzed through SPSS in two descriptive and inferential levels. As to descriptive statistics, statistical indicators such as one-dimensional tables, circle diagrams, bar charts, histograms, and measures of central tendency (mode, median, and mean) were applied. After using the Kolmogorov-Smirnov test to specify the normality of data, the parametric test of Pearson correlation and regression were applied in inferential level.

3. RESULTS

First hypothesis: There is a relationship between organizational health and organizational help of the staff
Simple regression test was applied to test the hypotheses with significant correlation in order to calculate the prediction level of dependent variable considering the independent variables.

Table 1. Correlation between organizational health and organizational help

	Organizational health	Organizational help
Organizational health	Pearson value	1
	Level of significance	.600**
	total	200
Organizational health	Pearson value	.600**
	Level of significance	0
	total	200

Table 2. Correlation coefficients

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Estimated standard deviation
1	0.600*	0.436	0.433	3.118

Table 3. Analysis of variance

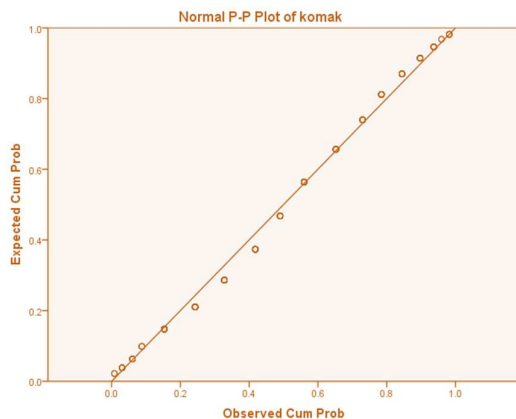
Item	Total squares	Degree of freedom	Mean square	F	Level of significance
Between groups	1487.314	1	1487.314	125.962	.000*
Inside the groups	1925.214	198	9.723		
Total	3412.555	199			

Table 4. Linear Regression Equation

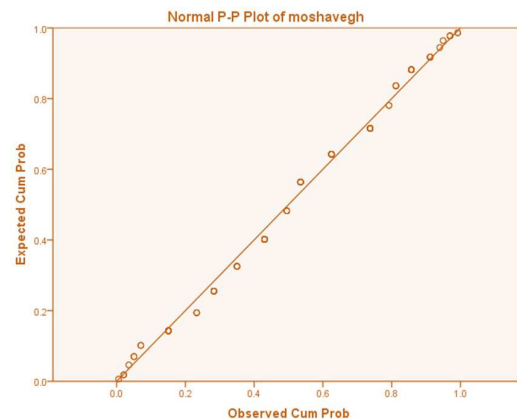
Model	Coefficient error		Beta	T	Level of significance
	B	Standard error			
y-intercept	3.889	0.951		4.088	0.01
Organizational health	0.327	0.026	0.66	12.368	0.01

Results illustrated in table 1 above indicate that the obtained r (.600) is statistically significant in alpha level of 0.01, therefore the zero assumption is refused. In other words, there is a relationship between organizational health and organizational help and considering the direction of this relationship, the higher organizational health, the more organizational help of the staff.

According to the results illustrated in the table above, coefficient of determination is equal to 0.436, which indicates that 0.436 % of changes in health are related to the component of organizational help. The ANOVA table above confirms the results of regression coefficient of determination. The results indicate that the observed F (152.962) is significant in an alpha level of 1%, therefore the zero assumption is rejected, and the coefficient of determination is confirmed. The value of correlation coefficient (0.66) and the level of significance (0.000) shows a very strong correlation and a significant relationship. The coefficient of determination (0.43) indicates an average predictability of the variable. I.e. each unit of change in help variable, predict 66% of the changes in the dependent variable (organizational health).



Graph 1.



Graph 2.

Graph 1. Correlation between organizational health and help
Graph 2. Correlation between organizational health and incentive

Second hypothesis: There is a relationship between organizational health and staff incentive (motivation). Simple regression test was applied to test the hypotheses with significant correlation in order to calculate the prediction level of dependent variable considering the independent variables.

Table 5. Correlation between organizational health and incentive

	Organizational health	incentive
Organizational health	Pearson value	1
	Level of significance	.592**
	total	200
Incentive	Pearson value	.592**
	Level of significance	1
	total	200

Table 6. Correlation coefficients

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Estimated standard deviation
1	.592 ^a	0.351	0.347	3.947

Table 7. Analysis of Variance

Item	Total squares	Degree of freedom	Mean square	F	Level of significance
Between groups	1665.519	1	1665.519	106.922	.000 ^a
Inside the groups	3084.236	198	15.577		
Total	4749.755	199			

Table 8. Linear Regression Equation

Model	Coefficient error		Beta	T	Level of significance
	B	Standard error			
y-intercept	7.103	1.204		5.898	0
Organizational health	0.346	0.033	0.529	10.34	0

Results illustrated in table above indicate that the obtained r (.592) is statistically significant in alpha level of 0.01, therefore the zero assumption is refused. In other words, there is a relationship between organizational health and staff incentive and considering the direction of this relationship, the higher organizational health, the higher incentive for the staff.

According to the results illustrated in the table above, coefficient of determination is equal to 0.351, which indicates that 0.351 % of changes in health are related to the component of incentive.

The ANOVA table above confirms the results of regression coefficient of determination. The results indicate that the observed F (106.922) is significant in an alpha level of 1%, therefore the zero assumption is rejected, and the coefficient of determination is confirmed.

The value of correlation coefficient (0.59) and the level of significance (0.000) shows a very strong correlation and a significant relationship. The coefficient of determination (0.35) indicates an average predictability of the variable. I.e. each unit of change in incentive variable, predict 59% of the changes in the dependent variable (organizational health).

4. DISCUSSION AND CONCLUSION

First hypothesis:

There is a relationship between organizational health and organizational help of the staff. Applying Pearson's regression test in a significance level of 0.000 and considering the value of correlation coefficient (0.66) in a confidence level of 99% and error probability of 1%, results indicated a rather strong and positive relationship between organizational health and help component. Therefore, it can be concluded that there is a significant positive relationship between organizational health and help. In order to complete their tasks, the organizational staff needs to support the other organizational circles. When there is a decrease in organizational help and support, managers should clearly specify the problem and try to resolve it [9]. Social Exchange theory is the theoretical basis of organizational support. According to this theory, in a social communication, when someone does a favor for another person, this person feels responsible to compensate for it. The bigger the help and favor is, the more the person tends to compensate for it. Scholars believe that such an interaction also exists between the staff and entrepreneurs, because organization is a resource through which the needs of staff are fulfilled. Therefore, there is a give-and-take relationship between the staff and entrepreneurs. Organizational Support Theory indicates that employees have a general attitude towards the level of support they receive from the organization, and in response to this support, they pay attention to organizational objectives and their realization. In other words, when an organization pays attention to its staff welfare, they would compensate for it through more commitment and better performance. According to social exchange theoreticians, the value of the give-and-take relationship is higher when it is voluntarily. When employees feel that organization is paying attention to

their welfare voluntarily, and not because of legal obligations or under the union, they respond and act in a better way in line with organizational objectives. Moreover, organization is also a resource to satisfy some of the social needs of its staff such as the needs to identity, belongingness and self-esteem. Therefore, staff needs to preserve the resource through which these needs are satisfied and help the organization to meet its objectives according to the exchange norm [11]. These results are in accordance with the findings of Robbins [12].

Analysis of the second hypothesis:

There is a relationship between organizational health and staff motivation. Applying Pearson's regression test in a significance level of 0.000 and considering the value of correlation coefficient (0.59) in a confidence level of 99% and error probability of 1%, results indicated a rather strong and positive relationship between organizational health and staff motivation (or incentive). Therefore, it can be concluded that there is a significant positive relationship between organizational health and incentive. In order to complete their tasks, the organizational staff needs to support the other organizational circles. According to Lynden (2000), employees are encouraged and supported to actualize their talents in a healthy organization [13]. Generally, they feel to be valuable and identified to improve properly in an atmosphere of gratefulness and protection [14]. Encouragement motivates the staff and makes the optimistic and committed to the organization and the role they play in it. This results in the process of organizational health. These results are in accordance with the findings of Lynden and [13].

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