

**Research Article**

**Studying organizational health dimensions in Shiraz Medical  
University's management domain**

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**ABSTRACT:**

Organizational health is a concept which is used for an organization's efficiency in a variant environment and how an organization shows the changing process. it identifies a procedure that includes differences between an organization's employees' working environment. the aim of present research is to study dimensions of organizational health in domain of Shiraz Medical University.

**Tool and process of gathering data:** present research is sectional and descriptive-analytical. the data gathering tool was a questionnaire including 54 questions and it is a result of combining two organizational health questionnaire.

**Findings:** based on obtained results from this research, the median, highest percentage of leadership dimension was 81% and weak. the communication dimension 68.5% was weak, the organizational health in general was 52.7% and weak and concentration on goals 45.1% and average and innovation was 14.7% and excellent.

**Dissection and conclusion:** studies showed that organizational health in management domain of Shiraz medical university was weak in level of 52.7%. Considering the fact that organizational health is created, maintained and enhanced by the management we could say that healthy organization leads to feeling of growth among employees and expresses the organization's abilities to do its duties in an effective and efficient manner.

**Keywords:** organizational health, concentration of goal, organizational commitment, changes and transformations, using resources, innovation, freedom of action

**INTRODUCTION**

University has always been mentioned as an effective and key factor in all social perspectives, schools and development patterns. From one hand, university could be considered as procedural criteria which shows a society's condition, growth level and development and from the other hand it could be considered as predicting index of possibility, growth basis and development of a society in the future. (1) Bill Wilkerson believes that an organization is healthy when managers and

each of its employees join each other in a common process to accept a responsibility to create a dynamic working place that increases customer loyalty and common profitability (1) while expressing the importance of organizational health in organization's and individual's growth and development, Shoaf Karkovsky and Hong also depict surfaces of organizational health's for stages that starts from individuals and finally includes all the organization (2). Organizational

health is a concept that is used for efficiency of an organization in varying environment and the fact that how an organizations shows the changing procedure (3). it also identifies the process that includes organization's employees and working environment differences (4). Miles presented the concept of organizational health for the first time in 1965: organizational health is the resistance and continues of an organization in its environment and its adjustability with that and improving and developing its abilities for higher adjustability. what's more, Liden and Kingle describe organizational health as this that: organizational health is a rather new concept and includes organizational ability to do their duty effectively in manner that leads to organization's growth and wellbeing. in fact organizational health is very effective from physical, mental, security, belonging, nobelium and putting value on wisdom, expert, beneficiaries personality and growing their abilities and doing the presented responsibilities given by its ultra-systems point of view (5) in a manner that they could affect employees behavior by this new identity. this personality and identity could have "organizational health" and / or "organizational sickness" (6) , improper selection, improper usage of skills, lack of proper environment for flourishing innovations could endanger organization's health and improvement. When people are given a post which isn't proper for their value it leads to disobedience, absence, delay and quitting. in case we can create multidimensional and open communication in all levels of an organization and there is lack of complete trust among various parts, it will lead to misunderstanding and discord. when goals aren't clear, there will be doubt in goals and as a result there will be no effort from employee to achieve the goals. in case they stop the growth and progress, this will have no meaning but hanging one selves. this stability and constancy means that the organization can satisfy the customer (7). Miles uses the metaphor of employees' health for organizational health and expresses the organizational health in 10 dimensions which are:

1-concentrating on goals 2- communications 3- power balance 4- using resources 5- solidarity and integration 6- morals 7- innovation 8- adjustment 9- independency 10- competency of problem solving (5), what is more Line and Kingle expressed organizational health dimension in 11 dimensions which are respectively: 1- communication 2- participation and involvement 3- loyalty and commitment to the organization 4- institutions' credit or fame 5- spirit 6- morals 7- identifying or identifying the function 8- goals path 9- leadership 10- improvement or development of employees 11- using resources. this research studies organizational health's dimensions as a combination of Miles' organizational health dimensions and Kingle and Liden's organizational health dimensions and the studied dimensions are: 1- concentrating on goals 2- organizational commitment 3- changes and transformation 4- using resources 5- innovation 6- freedom of action 7- decision making 8- spirit 9- team work 10- compatibility 11- competence of problem solving 12- communication. (5) in relation to the importance of organizational health we should say that in 1999 the expense of health care services and being absent from the work place was more than 9 milliard dollars and from this amount around 13.4 percentage made the annual operation profited of all Canadian economic companies. in contrast a research done by a consulting American company showed that a 5% increase in employees' satisfaction lead to 1.3% increase in customers (8). Concentrating on organizational health means concentrating on organization's future and is as important as sale level or other organizational short term result. Now a day, organization's ability in using the maximum intellectual ability of its employees and helping them to transfer their good ideas to products and customer services is a superior competition factor in organization (8). Now a day organizations witness many fast and unpredictable changes in their surrounding environment. An environment where the increasing universal competition, development of IT and changes in population specifications of human resource and customers is

in the heart of changes (9). from the other hand, each society's growth and development in dependent on having healthy organizations. If we look at each society as a general system, it has institutions and organizations inside that are considered as subsystems with specific duties and they should be able to move toward fulfilling bigger system's goals all together (10). a health organization is where people like to work there and are proud to be a part of that organization (11). what's more, organizational health could guarantee an organization's health and the characteristics of a health organization is that it has forces which move toward organization's resources while being different from expertise and individual traits point of view and such organization could overcome any type of tensions successfully. (12) the other issue that is important to consider besides organizational health is role of management (leadership) as the main factor of creating and improving health level in an organization. most studies about organizational health express this fact that there are two sources dependent on creating organizational health and fulfilment in working environment that the most important source (first) of organizational health is leadership style and system's managers behavior toward employees and the second source is organizational guidelines that lead to creativity (innovation) and cooperation and also originalities that lead to getting things done in an unusual manner (13). studies by the Entec company and resulted feedbacks from costumers of this company which is active in organizational health domain shows that the leadership type that improves organizational health includes

1. presenting the insight and determining the direction, while presenting freedom to individuals in order to have innovation and individual creativity
2. clarifying the expectations
3. understanding and admiring the good work (performance) and receiving proper feedbacks about performance

4. solving disagreements in a justified and proper manner
5. encouraging the development and learning
6. supporting everyone with respect and public trust (8)

due to the importance of medical university for health and its development, it should pay attention to its organizational health. creates the basis for its growth and development in the meaning that organizational health enables the university to lead to its employees growth and development and fulfilment in all aspects as an industry.

Ahmad Baraty & et al. research shows that there is no significant statistical relation between dimensions of spirit, scientific emphasize, consideration and resource support with any of performance indexes ( $p \geq 0.05$ ). findings also showed that there is a significant statistical relation between organizational health structural dimension with indexes of total number of occupied beds in a day, total number off all impatiens, the rotation distance or bed's performance and rate of death ( $P \leq 0.05$ ). 3% of responders, evaluated hospitals' organizational health as very high, 68 percent as high and 28 percent as normal level (14). Reza Syed Javadian & et al. research in 2009 showed that establishing input index and organizational health process index in Isfahan medical university was significantly lower than average level, but level of establishing output index of organizational health was significantly higher than average level (15). Mohammad Ghahremani & et al. research showed that Sahid Beheshti University's condition is evaluated high in relation to following factors among 13 factors of research as communication, loyalty and commitment, working spirit, credibility and fame, morals, goals path, leadership, employees development, health and security and meanwhile factors such as cooperation and learning, identifying the performance, optimum application of resources, physical condition were also evaluated as low and these factors needed greater growth and improvement in this university. (16) Shahnaz Mohammad's research showed that resources

support dimension median is 14.5 and the spirit dimension is 27.8 (17). in a research by Fateh Nazem the following results were obtained as the median of spirit dimension was 18.44, resource support was 9.29 and median of organizational health was 87.24 (18).

**METHOD:**

present research is descriptive-sectional and in domain of managing health systems. the research environment includes the headquarter area of university's management and all their office of assistance respectively (research, support, education, students, treatment and pharmacy and health). The statistical society includes all headquarter employees of Shiraz Medical University. Sampling was accidental and the pilot

study included 30 and considering the statistical society (560) individuals the sample volume was estimated  $n=190$ , error= 4, average= 153,  $\alpha=95\%$ ,  $n=190$ ,  $sd=28$ .

gathering the data: data was gathered by means of a questionnaire including 54 questions that was a combination of to organizational health questionnaires and its cronbach alpha for realizing organizational health was equal to 95% and its redundancy was confirmed by 5 lecturers of the university and its scaled in rates of 1,2,3,4,5 which are respectively: totally agree, quiet agree, quite disagree, totally disagree, no comment. in present research, the revising and coding was executed after gathering the data an then the data were entered in spss14 software and analyzed by means of data inde method.

**RESEARCH'S FINDINGS:**

total		unaswred		good (excellent)		avrage		weak		abundance dimensions of organizational health
percentage	number	percentage	number	percentage	number	percentage	number	percentage	number	
100	184	5.4	10	7.1	13	45.1	83	42.4	78	concentrating on goals
100	184	2.7	5	2.2	4	18.5	34	76.6	141	commitment
100	184	4.9	9	4.9	9	48.4	89	41.8	77	organizational change
100	184	3.8	7	3.8	7	58.2	107	34.2	63	resources support
100	184	1.1	2	14.7	27	58.2	107	26.1	48	innovation
100	184	3.3	6	0.5	1	27.7	51	68.5	126	communication
100	184	7.1	13	0.0	0	12	22	81	149	leadership
100	184	1.6	3	12	22	48.4	89	38	70	team work
100	184	2.7	5	5.4	10	33.2	61	58.7	108	problem solving
100	184	3.3	6	1.1	2	29.9	55	65.8	121	freedom of action
100	184	3.3	6	4.3	8	49.5	91	42.9	79	spirit
100	184	1.1	2	4.9	9	37.5	69	56.5	104	compatibility
100	184	3.3	6.16	5.07	9.33	38.8	71.5	52.7	97	general organizational health

**DISCUSSION AND CONCLUSION:**

present research's results saw that 45.1 percent of employees' beliefs about concentrating on goals was medium. Mohammad Ghahremani's research showed that the goal's path dimension is in a high

level. (16) and this means that employees' and work groups and organization's ability to clarify, accept and support the goals was rather good. If employees are aware of organization's goals, they

will work better and the possibility of executing the wish increases (19).

Research's findings indicate that 76.6 percent of employees believe that organizational commitment is weak. Mohammad Ghahremai's research showed that the loyalty and organizational commitment dimension is in a high level (16). Commitment is a kind of attitude and individual's internal feeling toward the organization, the job or the group which affects his/ her judgments, performance and loyalty toward the organization. based on the executed research, employees with high organizational commitment are: 1) happier at their work, 2) spend less time doing things unrelated to their job, 3) there is a smaller possibility they leave the organization (24).

Based on present research results 58.2% of employees believe that using resources by the organization is average. Mohammad Ghahremani & et al.'s research showed that the optimized usage of resources is in a low level. (16). it means that organizational resources were used in regard to organizational goals and resources are compatible with organizational goals and the university uses its human and financial and equipment resources in an optimized manner. present research's findings indicate that 58.2 percent of employees believe that innovation is average. it means that university has partly decreased managerial, structural, organizational and cultural obstacles regarding to innovation and has created the innovating culture in the academic environment of university.

based on present research, 65.5 % of employees believe that the freedom of action for the employees is weak and this shows that employees of this university probably can't express their beliefs, thoughts and goals and this is due to office rules that prevents them from doing so or they are not simply able to have freedom of action due to the high volume of actions and existing bureaucracy in the organization (20).

based on present research's results on average 58.8 percent of employees are weak in relation to

the dimension of problem solving which means that university employees usually face issues that their goals are not totally clear and they can't reach required data necessary to solve them.

Present research's results shows that 56.5 percent of employees are weak in relation to compatibility. When the individual and the environment, adjust occupational requirements with occupational skills, occupational compatibility is in its best mood. Employees effort to improve their compatibility with the working environment could be considered as an action toward achieving occupational compatibility.

present research's results shows that 49.5 percent of employees believed that employees spirit was average. Mohammad Ghahremani & et al.'s research showed that employees spirit dimension was in a high level (16). the factors that the organization was probably able to motivate employees by paying attention to them includes the following items: 1- employees' evaluation and assigning and promotion system 2- employees reward and encouragement system 3- employees' higher education 4- payment (21).

Findings of the present research show that 81 percent of employee's attitude is weak in relation to the leadership. Mohammad Ghahremani & et al.'s research showed that the leadership dimension is in a high level (16) leader's thinking style in an organization by creating the proper situation could increase the growth and innovation. based on research's results attitude of 48.4 percent of employees in relation to the changing and transformation is average. increase in the speed of changes from the organizational point of view means that they require continuous competency and adjustment to continue their life but this continue not only is dependent to their adjustment with the changing environment but it also greatly depends on the success of adjustment with variant environmental factors (23).

based on present research's results, 48.4 percent of the employees had an average attitude toward team work. considering that concentration and the attention on the efficiency and effectiveness of

working teams requires the empowering basic principles of team work and identifying the obstacles and its harm, then the organization has created responsibility, trust, commitment, attention toward team goals in its employees. based on results obtained from present research, attitude of 52.7 percent of employees toward organizational health was weak (13). Isfahan research in 2009 showed that the amount of setting the input index and organizational health process of Isfahan Medical university is significantly less than the medium level but the level of settling output index of organizational health was significantly more than the average level (15). Ahmad Barite Marani & et al.'s research results showed that 3 percent of responders evaluated the organizational health of hospitals in level of very high and 68 percent evaluated in in high level and 28 percent evaluated it as normal (14). considering the fact that organizational health is created, kept and improved by management and considering the definition presented by that we could say that a healthy organization leads to the feeling of growth and fulfilment in employees and expresses the abilities of an organization to do its duties in an effective and efficient manner. therefor organizational health is something that management and employees should pay attention to keeping and improving it (22).

#### **APPLICATIVE SUGGESTIONS**

1. effect of knowledge management on organizational health
2. effect of organizational health on service quality
3. effect of organizational health on employees profitability

#### **RESEARCH LIMITATIONS**

Some personnel's in ability in the headquarters to achieve some information and lack of cooperation from some units' managers

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