

The Identification of Influential Factors on Organizational Health in the Tehran Municipality Located in Zone 9

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Abstract: This research by the purpose of identifying influential factors on organizational health in the Tehran municipality located in Zone 9 was carried out in 2014-15. Research methodology is practical in terms of purpose and descriptive-survey in terms of data collection. Research population consists of 476 personnel of municipal division 9 of Tehran City from whom 213 persons were selected as the sample corpora by the use of Kokran formula as well as incidental sampling method. Data collection was done on the basis of standard questionnaire of Saatchi in 2010 organizational health, factors influencing organizational health by Klingel and Liden in 2001. Questionnaire reliability was evaluated by means of Chronbach alpha which showed 0.8 plus value for all questionnaires. Content validity was also implemented to test the questionnaire content validity and for this purpose the questionnaires were confirmed by related specialists. Obtained data was analyzed and examined by the use of Smart PLS software at two parts of measurement and structural part. The technical features of the questionnaire that is the reliability and the factors value was analyzed and required changes were made and at structural part structural coefficient of factors were applied to analyze research hypotheses. Research findings showed that individual and organizational factors have significant impact on organizational health.

Key words: Individual factors, organizational factors, organizational health, validity, reliability

INTRODUCTION

Problem statement: Rapid and unpredictable change, intensive international competition and changing technology have forced modern organizations to give great importance to organizational health in order to ensure their survival (Trong, 2013). The study of theoretical foundations also makes clear that among the concepts relating to management and organization, some of them are very important because they have the most influence on organizational members. The concept of organizational health is one of these factors that allow us to have a clear picture about the health of the organization and its employees. In a healthy organization, many disadvantages and obstacles which can be seen in other organizations do not exist and hence, its employees are dedicated, responsible, conscientious and efficient and they have high morale and performance (Cartwright and Cooper, 2014). In a healthy organization, staff and administrators are working with passion and they have full satisfaction from working in their organization.

Review the theoretical foundations regarding the organizational health specifies that there are different factors that affect this concept and are effective on it. For example, Quick *et al.* (2007) have been introduced organizational health at three levels: technical, administrative and institutional. There are also many studies that have pointed somehow to the factors

affecting on the organizational health such as focusing on goals, credibility or reputation of the organization, leadership and effective management, solidarity and unity, loyalty and commitment of staff, strong organizational culture, employees' high morale, participation and involvement of employees in decision-making, independence and innovation (Klingele and Lyden, 2001; Smith *et al.*, 2001; Brown *et al.*, 2003; Weaver *et al.*, 2012).

The problem identified in this study is related the municipality and we want to emphasize that it must have a high organizational health because of its close relationship with society. The detected problem regarding organizational health in service organizations including municipalities is related to the citizen dissatisfaction of this organ which is revealed by frequent referrals to the organ to deal with their problems. Another sign is the number of employee's resignation in these organizations. Given the significant number of service employees in the municipalities, an issue arises here and that is, what factors are involved in this reduction of employees and evaluate the factors affecting organizational health will help municipalities to understand whether or not organizational health caused this problem in areas of Tehran municipality including Area 9?

On the other hand, the ten aspects of urban development for Area 9 of Tehran which are planned for the years 2012-2016, indicate that in order to improve

organizational effectiveness and efficiency with an emphasis on empowerment and promoting knowledge and social status. The Department of Human Resource Development has given special attention to organizational health and referred to it as the first strategy to strengthen the management and area's administrative processes. Considering the expectations of the mayor of Tehran in the field of management and human resources, the municipality of Area 9 examined this subject to take essential steps to identify and improve the factors affecting it in line with the operating procedures in this field that have been notified by the mayor of Tehran which include improving the corporate culture and strengthening of moral and religious values in organizational behavior, improve corporate culture and strengthen public oversight, transparency and improve accountability. Despite the fact that organizational health, in terms of theoretical principles, has been studied from different aspects such as physical, psychological, security, justice, meritocracy, culture and the importance of knowledge and people skills, expertise and efforts to improve performance (Akpotu and Dumka, 2013). However, the identification of factors affecting this important concept, especially in internal investigation, is very limited. The study attempts to fill the research gap and try to answer these questions: What are the factors affecting organizational health in the Area 9 of Tehran municipality? And how is the status of each of these factors?

Theoretical foundations: The term "organizational health" represents the superiority of an attitude that is derived from Psychological Science and consider the organization as an organism which like human beings has a lifecycle including balance, health, disease and death. So, like a person, an organization could be cultured, healthy or unhealthy (Kakiya, 2008). According to Miles (1969), organizational health is the organization's ability to survive and adapt to the environment and improve this ability (Hoy and Feldman, 1996). What is clear in this definition is that the organization can be lead effectively toward goals and objectives of the organization. Organizational performance on a particular day may be effective or ineffective but long-term symptoms in healthy organizations are favorable (Hui and Myskl, translated by Seyed Abbas Zadeh, 2003). Therefore, the organizational health refers to durability and survival of the organization in itself environment and adapt to it and upgrade and expand its ability to more compromise (Javadin *et al.*, 2009).

Review of the literature: Rahimi *et al.* (2013), in a research analyzed the relation of organizational health and

organizational commitment and understanding of the organizational support of sports and the youth organization of Khorasan Razavi.

Jahanian and Godsi (2014) in a research studied the relation between health and organizational justice with professional development of the staff in educational organizations concluded that there is a significant and positive relation between organizational health at fundamental, official and technical level and professional level.

Dargahi and Tehrani (2013) consider organizational health highly influenced by managerial ethics and organizational commitment of the staff. They have studied the managerial ethics and organizational commitment of the staff at Medical University of Tehran found out that the majority of group managers observe ethical rules within their realm and that staff have high rate of organizational commitment.

Alipor *et al.* (2013) in a research have studies the relation between organizational health and efficiency of physical training university and sports sciences of state universities of Tehran.

Ahmadi *et al.* (2012) in their research studies the impact of management performance on organizational health. The results of this research which consisted all of the driving and regulation staff of Ghom.

Jahromi *et al.* (2011) in a research studied the relation between organizational health with the establishment of school-oriented management system at schools both boys and girls schools, (state, non-financial) four districts of Shiraz. Solamani (2009) in his research studied the rate of organizational health in Tehran towns on the basis of Hoy and Filedman.

Hagigatjo and Fattah (2007) has focused on the management innovation, organizational health and staff efficiency of the medical university across the country. The results revealed that there is a positive relation in between organizational health and organizational efficiency.

The results of Yorio *et al.* (2015) in the analysis of management security and organizational health from a strategic view shows that if information security is carried out properly in the organization the liberal transition of data is practiced properly across the country and organizational health is confirmed.

Friedrich *et al.* (2015) in identifying strategies to retain organizational health by the staff concluded that there should be sufficient supervision over the relation between the staff and customers.

Meng *et al.* (2014) by presenting a model in terms of the management competence in organizational health and organizational performance have concluded that since the improvement of organizational health starts from

management level, the managerial thinking and view has more impact on the development of organizational health.

Kat right and Kooyer in a research studied the impact of stress on positive organizational behavior and job satisfaction among workers on organizational health.

Bauer *et al.* (2014) 9 have studied the impact of systematic counseling on improving the organizational health. The results of step to step regression analysis of their research revealed that generally between systematic counseling and organizational health on one hand, and organizational health and job satisfaction on the other hand, exist a positive relation. In other words, organizational health plays the role of a mediator between systematic counseling and job satisfaction.

Akpotu and Dumka (2013) in a research have studied the relation in between organizational health of schools and job obsolescence of teachers in Nigeria.

Mackay and Palferman (2013) 10 by analyzing the organizational policies and their relation with organizational health in organizations in England have concluded that there is a positive relation between each of the policies and organizational health.

Viur in case study, analyzed the relation between organizational health and positive views of workers in medical cares organization. Their research findings confirmed the research hypotheses and confirmed the presence of positive relation in between organizational health and job satisfaction among workers.

Koeek identified the managerial factors influencing organizational health and classified effective factors in healthy organizations and organizational structures. They particularly consider the implementation of apposite managerial styles from managers as an effective factor in keeping the organizational staff healthy and as a factor to reduce contradictions among manager and the staff.

MATERIALS AND METHODS

Research methodology is practical in terms of purpose and descriptive-survey in the terms of the data

collection. Research population consists of 476 personnel of Municipal Division 9 of Tehran City from whom 213 persons were selected as the sample corpora by the use of Kokran formula as well as incidental sampling method. Data collection was done on the basis of standard questionnaire of Saatchi *et al.* (2010) organizational health, factors influencing organizational health by Klingele and Lyden (2001). Questionnaire reliability was evaluated by means of Chronbach alpha which showed 0.8 plus value for all questionnaires. Content validity was also implemented to test the questionnaire content validity and for this purpose, the questionnaires were confirmed by related specialists. Obtained data was analyzed and examined by the use of Smart PLS software at twp parts of measurement and structural part. At measurement part, the technical features of the questionnaire that is the reliability and the factors value was analyzed and required changes were made and at structural part structural coefficient of factors were applied to analyze research hypotheses.

Deductive analysis and examination:

- H_0 : Variable means value or component with hypothetical average has no significant difference
- H_1 : Variable means value or component with hypothetical average has no significant difference

According to mentioned Table 1, since in all three variables and corresponding dimensions, $t > 1.96$ and correspondingly significance level is < 0.05 null hypothesis (H_0) is rejected and hypothesis one (H_1) concerning the variables and related dimensions are accepted that is at 95% distance of certainty, there is a significant relation in between average variables or dimensions and hypothetical means 3 exists. High and low limit value shows difference of distance among variable means or dimensions with 3 which have been positive in all variables and dimensions. In other words, from repliers' perspective, the importance of the variables and dimensions under the study in this organization is

Table 1: The t-test administration results of single samples for variables and research dimensions

Variable or component	t value	Significance level	Test results	At 95% certainty level	
				Low limit	High limit
Organizational health	113.380	0.000	Reject H_0 , accept H_1	66.7590	69.1210
Staff welfare	83.583	0.000	Reject H_0 , accept H_1	10.3716	10.8726
Internal performance	100.328	0.000	Reject H_0 , accept H_1	21.3826	22.2396
Organization member relation	100.182	0.000	Reject H_0 , accept H_1	20.9482	21.7891
Customer oriented	100.380	0.000	Reject H_0 , accept H_1	13.8606	14.4159
Individual factors	131.202	0.000	Reject H_0 , accept H_1	86.7143	89.3594
Loyalty and faithfulness	107.172	0.000	Reject H_0 , accept H_1	14.2808	14.8159
Spirit	107.323	0.000	Reject H_0 , accept H_1	21.8131	22.6293
Ethics	91.227	0.000	Reject H_0 , accept H_1	11.5829	12.0945
Performance	94.548	0.000	Reject H_0 , accept H_1	20.8465	21.7342

Table 1: Continue

Variable or component	t value	Significance level	Test results	At 95% certainty level	
				Low limit	High limit
Purpose consistency	107.201	0.000	Reject H_0 , accept H_1	17.8048	18.4717
Organizational factors	113.924	0.000	Reject H_0 , accept H_1	74.8889	77.5258
Communications	101.873	0.000	Reject H_0 , accept H_1	13.9189	14.4682
Cooperation and engagement	93.935	0.000	Reject H_0 , accept H_1	11.0940	11.5696
Institutional rank	97.754	0.000	Reject H_0 , accept H_1	14.5305	15.1285
Leadership	93.527	0.000	Reject H_0 , accept H_1	14.1922	14.8032
Development	102.156	0.000	Reject H_0 , accept H_1	10.2048	10.6063
Resource application	93.817	0.000	Reject H_0 , accept H_1	10.7193	11.1793

Table 2: Rank order means of variables and their dimensions in Freedman test

Variables	Rank order means
Individual factors	12.98
Loyalty and commitment	6.41
Spirit	10.60
Ethics	3.54
Performance	10.11
Purpose integrity	8.96
Organizational factors	12.02
Communication	6.06
Cooperation and engagement	2.83
Institutional ranking	6.74
Leadership	6.29
Development	1.98
Use of resources	2.48

Table 3: Test significance results

Variables	Values
Number of data (N)	217.000
χ^2	2383.646
Degrees of freedom	12.000
Significance level	0.000

above average and needs to be seriously attended and attempts should be made to improve the situation.

Ranking or prioritizing influential variables on organizational health: According to the results, the second question concerning the ranking and prioritizing between influential factors on organizational health is confirmed. But, it should be considered that Freedman test can only be used to analyze the equality of the ranks. If the H_0 is rejected, it can be concluded that means of ranks are not the same but any other type of conclusion is descriptive and is not reliable (Table 2 and 3).

Correlation test: According to mentioned Table 4, since significance level is less than error rate of (0.01) consequently at certainty level of 99% null hypothesis is rejected and hypothesis one is confirmed. That is, the relation between individual factors and organizational health among 9th municipal division staff is significant. Plus sign of the correlation coefficient in Table 4 also shows the direct relation among variables which means that they are in the same direction. Table 4 is an analysis of the relation between individual factors and organizational health.

According to mentioned Table 5, since significance level is less than error rate of (0.01) consequently at

Table 4: Analysis of the relation between individual factors and organizational health

Correlation relation	Significance level	Person correlation coefficient	Test result
Individual factors with organizational health	0.000	0.740	Relation confirmation

Table 5: Analysis of the relation between organizational factors and organizational health

Correlation relation	Significance level	Person correlation coefficient	Test result
Organizational factors with organizational health	0.000	0.668	Relation confirmation

certainty level of 99% null hypothesis is rejected and hypothesis one is confirmed. That is, the relation between organizational factors and organizational health among 9th municipal division staff is significant. Plus sign of the correlation coefficient in Table 5, also shows the direct relation among variables which means that they are in the same direction.

RESULTS AND DISCUSSION

Modeling structural equations: The results of Smart PLS show that individual factors and organizational factors have significant impact on the health of 9th municipal division of Tehran City and based on the obtained equation determiner obtained from Smart PLS individual and organizational factors with 53% predictability rate have organizational health variable (Fig. 1). In the following figures research model respectively along with standardized equations (Fig. 1) and t-values (Fig. 2) are shown which have been obtained from Smart PLS software. Also, Fig. 2 shows that $t > 1.96$ and therefore, has significant relation between individual and organizational factor and organizational health. Smart PLS results at Fig. 3 shows that individual and organizational factors have significant impact on 9th municipal division staff of Tehran City.

Obtained results from individual and organizational factor impact test on organizational health at Fig. 3 are visible. $t > 1.96$ which shows significance level at certainty level of 0.95. Table 6 shows, the results of regression test results about research hypotheses.

Table 6: Structural equations modeling test results

Variable impact	Correlation coefficient	Significance level	T-value	Standardized equation	Test results
Individual factors~organizational health	0.740	0.000	4.846	0.450	Hypothesis confirmation
Organizational factors~organizational health	0.668	0.000	3.279	0.305	Hypothesis confirmation

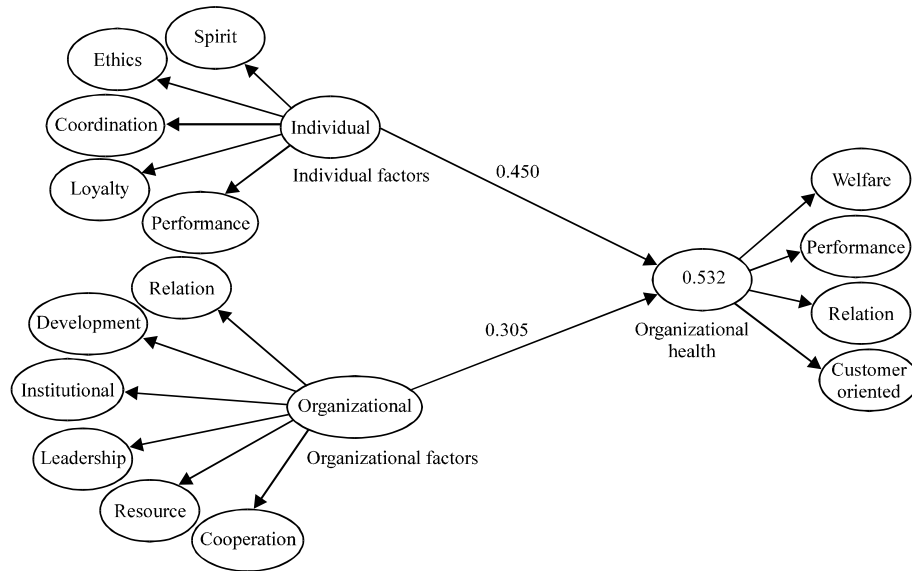


Fig.1: Research model along with standardized equation

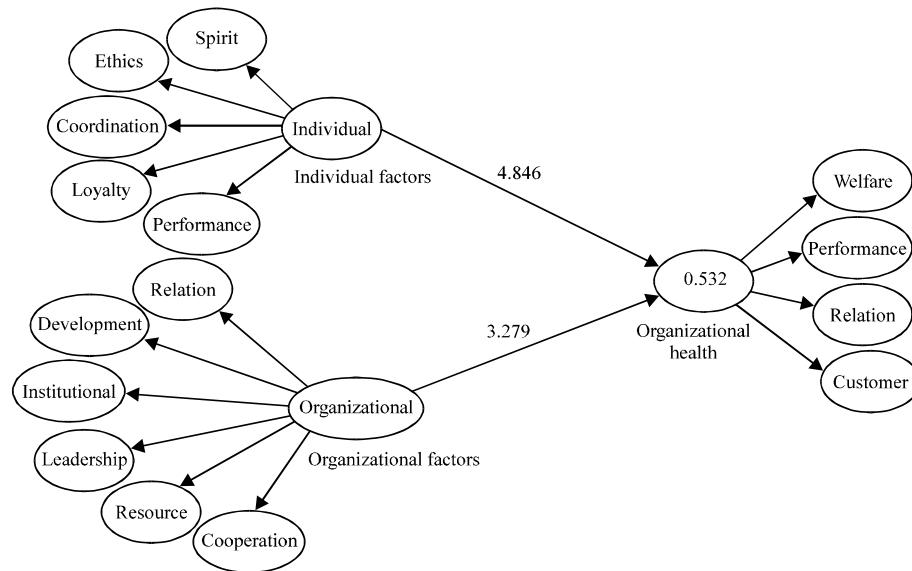


Fig.2: The t model research along with equation

According to mentioned Table 6, since significance level is less than error rate of (0.05) consequently at certainty level of 95% null hypothesis is rejected and hypothesis one is confirmed. That is, the relation between organizational factors and organizational health among 9th municipal division staff is significant. Plus sign of the

correlation coefficient in the above table also shows the direct relation among variables which means that in case of improving individual and organizational factors organizational health will get developed.

Main question: What are influential factors on organizational health in 9th municipal division of Tehran?

The results obtained from correlation analysis and structural equation modeling has answered to this question. According to the obtained results in order to answer the third and fourth question influential factors on organizational health can be divided into two parts namely individual and organizational factors. Individual factors define loyalty and commitment, spirit, ethics, internal performance and purpose consistency. Organizational factors define communication, cooperation and engagement, institutional ranking, leadership, organizational development and use of resources. Organizational health consists of the ability of the organization to retain the survival and adaptation with the environment and improving this ability. All these factors can cause the development of organization in terms of adaptation with environment and competition with the rivals and the survival of the organization. The obtained results are in line with the researches carried out by Yorio *et al.* (2015), Fredrich *et al.* (2015), Meng *et al.* (2014), Friedrich *et al.* (2015), Bauef *et al.* (2014), Akpotu and Dumka (2013), Weave *et al.* (2012), Rahimi *et al.* (2013), Jahaniyan and Godsi (2014), Dargahi and Tehrani (2013), Alipor *et al.* (2013), Ahmadi *et al.* (2012), Ramezani *et al.* (2013), Solaimani (2010) and Haghigat joo and Fattah (2007).

Subsidiary question one: how is the present condition of the influential factors on organizational health in 9th municipal division of Tehran? The obtained results from means test of a society answer this question. The results showed that individual factors and their dimensions have a means more than the hypothetical average. Also result showed that organizational factors and their dimensions had means higher than the hypothetical means. Since, organizational factors consist of communication, cooperation and engagement, institutional ranking, leadership organizational development and use of resources. The managers of organizations and offices are responsible to be closely in touch with people and directly analyze the problems.

Subsidiary question two: how is the rank and importance of the influential factors on organizational health in 9th municipal division of Tehran? Results obtained from Freedman test answered this question. Obtained results from Freedman Ranking test is based on descriptive statistics which show the means of ranking of each variable. The smaller the means of ranking the more important it is. According to the Freedman ranking results, organizational factors in proportion to individual factors are at higher priority. Among the dimensions of these two variables development, use of resources, cooperation and

engagement (organizational factors), ethics (individual factors), communication and leadership (organizational factors), loyalty and commitment (individual factors), ranking (organizational factors), purpose consistency, performance and spirit (individual factors) are respectively of priority.

Subsidiary question three: do individual factors have impact on organizational health in 9th municipal division of Tehran? The results obtained from correlation analysis relation of the factors with organizational health and structural modeling of the equations show the impact of that on organizational health.

Subsidiary question four: do organizational factors have impact on organizational health in 9th municipal division of Tehran? The results obtained from correlation analysis relation of the factors with organizational health and structural modeling of the equations show the impact of that on organizational health. Based on the results, the conceptual model and the expected effects were confirmed.

CONCLUSION

The technical features of the questionnaire that is the reliability and the factors value was analyzed and required changes were made and at structural part structural coefficient of factors were applied to analyze research hypotheses. Research findings showed that individual and organizational factors have significant impact on organizational health.

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