

## RESEARCH ARTICLE

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## Identifying the Dimensions and Components of the Organizational Health of Managers at Azad University Branches of Gilan: A Mixed Method Study

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### Abstract

Managers are the most valuable asset for every organization. Organizational health is the term given to a business's capacity to adapt in a constantly evolving world. It refers to "the ability of an organization to cope with change and continue to function with a high-performance workplace culture." And these days, the organizational environment is always shifting. This study aimed to investigate the dimensions and components of managers' organizational health at the Azad University Branches of Gilan. The results showed that organizational health has 2 dimensions included "structural and managerial". The structural dimension has 5 components including "organizational atmosphere, organization structure, scientific emphasis, monitoring and evaluation, and organizational justice". The managerial dimension has 5 components including "ethics, goal setting, resource support, effective leadership, and consideration". The effect of all dimensions and components on organizational health was confirmed, and the management dimension with a factor loading of (0.960) has the first rank and the structural dimension with a factor load of (0.947) has the last rank. The results of the Kolmogorov-Smirnov test showed that organizational health variables "structural and managerial" have a normal distribution ( $p > 0.05$ ). The results of the KMO & Bartlett test indicate that these assumptions are confirmed ( $p > 0.05$ ). The findings of the study also showed that the presented model has a good fit. Organizational health is a vital aspect of many jobs, including educational jobs, in which managers are required to comply with their employees and subordinates. On the other hand, organizational health will create a pleasant environment for the workplace and increase the spirit of creativity to achieve organizational goals.

**Keywords:** *Organizational health, Occupation conflict, university managers, Knowledge management*

### Introduction

The concept of knowledge is inherently linked to the capabilities and talents of individuals, thereby placing human resources at the core of any knowledge management endeavor. Employing proficient individuals within an organization can expedite the efficacy of knowledge management (Asali, et al, 2023). The growth and proliferation of organizations is considered a significant characteristic of human civilization. These entities play a crucial role in various essential aspects of human life (Shirian et al., 2021).

A leading organization has the ability to adapt its role to suit the ever-changing requirements of both individuals and the community, and assess the effectiveness of its actions. The presence of capable managers, skilled experts, and seasoned staff within the organization is essential for its success, as it fosters a positive collaboration between them, leading to an enhancement in the quality of the organization's products (Vaezi et al., 2020). In recent years, organizational managers have recognized the significance of prioritizing human resources support to gain a competitive advantage. The

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reason behind this is that human resources play a critical role in effectively managing unexpected changes within the organization (Hatami Ghouschi et al., 2021). By emphasizing this crucial aspect, managers can guarantee the success of their organization. In the early years of the third millennium AD, the field of organization is undergoing swift and significant transformations. Over the two decades, organizations have undergone significant changes, grappling with the effects of decentralization and globalization (Ardellan & Azizi, 2020). The Total Quality Management (TQM) system is a well-organized framework that prioritizes the ongoing enhancement of an organization's operations. The TQM system is guided by the belief that gradual and consistent improvements, rather than sudden and drastic changes, can significantly boost organizational productivity and performance (Soltani and Amanat, 2019). In today's era, organizations must prioritize their human capital as the most valuable asset by attracting, developing, and retaining talented employees. To achieve this, it is crucial for organizations to create a work environment where employees feel engaged with the brand and vision of their managers, as stated by Ensafdaran et al (2018) in their research on strategy adoption.

One way for employees to achieve the organizational objectives is by creating positive and lasting experiences. To enhance employee engagement, managers are prioritizing initiatives aimed at improving workplace satisfaction. When employees are fully engaged, they tend to be more efficient and productive, thereby contributing to a more effective workforce (Mirkamali & Haj khozaymeh, 2017). According to Montazeri and Ferdosipour (2018), organizations play a crucial role in shaping the nature of contemporary societies. However, these organizations are also influenced by external factors. Given the fast-paced and unpredictable nature of the current environment, it has become increasingly important for organizations to be adaptable in

order to maintain their longevity. In recent times, organizations have undergone significant transformations in reaction to various economic, technological, political, and socio-cultural factors worldwide (Landsbergis, 2003). This has resulted in a multifaceted impact on markets, managers, and employees (Faragher, 2005). In today's market-oriented world, management and managers face a complex challenge of balancing business goals and creating a healthy work environment. Therefore, it is not surprising that there is a growing demand for managing the people-side of organizations, as highlighted by (Guest, 2002).

The World Health Organization (1998) defines health as more than just the absence of disease or infirmity, but rather a state of complete physical, mental, spiritual, and social well-being (WHO, 1998). The term "organizational health" was first used by Miles in 1969. According to Zahed Babolan et al. (2008), Miles argued that organizational health encompasses more than just short-term effectiveness. It involves enduring qualities that contribute to an organization's survival and success in its environment, such as adaptability and the cultivation of further adaptability. Scholars specializing in change management and organizational improvement have proposed that the well-being of employees within an organization can greatly impact the performance and development of human resources. They consider the concept of organizational health of human resources as a crucial strategy in modern-day organizations, which addresses the essential need of contemporary management. (Pordeli & Vazifeh, 2017). Individuals who are in good health are capable of responding to different challenges and are more likely to experience a fulfilling and efficient lifestyle. Similarly, organizations that are considered healthy exhibit qualities such as vitality, prosperity, strength, adaptability, and physical fitness, as stated by (Macik-Frey et al., 2007). The concept of a healthy organization posits that beyond profits, an organization should

prioritize the well-being of its employees. Such an organization is invested in the welfare of its workforce and manifests this commitment through various policies (Raya & Panneerselvam, 2013). Furthermore, professional development now places great importance on the health of an organization due to technological advancements and changes in its structure. Human resource development experts continuously prioritize the organizational health of managers to ensure their behavior towards staff both within and outside the organization is positive. This is because having a healthy organization is considered a fundamental strategy for achieving sustainability in businesses (Shakerinia & Ghasemi, 2018).

### Literature Review

Effective management is crucial in the field of organizational sciences. Studies in organizational psychology have found a strong relationship between the caliber of management and a range of outcomes, such as employee satisfaction, safety culture, and overall organizational success (Gilbreath & Benson, 2004). A healthy organization requires supportive management. The role of managers is crucial in fostering a positive work environment. They are responsible for establishing personal and meaningful relationships with their employees, which is essential for cultivating desired job attitudes. When management is perceived as healthy and prioritizes the balance between people and productivity, it creates an engaging workplace and ultimately benefits the organization with greater returns (Gurt & Elke, 2009).

Healthy organizations foster motivation and interest in the workplace, boosting the morale of their members and ultimately increasing employee efficiency. Shafiei et al. (2023) conducted research that highlights the crucial role of human capital in transforming and improving other production inputs, leading to substantial economic growth. In contrast, physical capital's productivity is dependent on the presence of healthy managers and employees. Hence, the health

of the workforce is of utmost importance as any negative impact on their well-being can reduce the effectiveness of investment in human capital. To meet the essential need for committed and responsible employees with strong motivation, human resources must be a top priority and employee needs must be met. This is especially true in recent decades, where organizational success is directly tied to the health of its members. In fact, an organization's health is now considered a competitive factor in achieving excellence and providing customer-friendly services (Ghanbari Matloob et al., 2015). Universities are critical organizations that play a pivotal role in the scientific, cultural, social, economic, and political growth of specialized human resources. To keep pace with national and global needs, universities must continuously improve their quality and effectiveness processes to compete with other institutions. Organizational health is a key factor in achieving this goal (Shahabinia & Karami, 2018).

The concept of organizational health goes beyond the ability of universities to perform tasks effectively; it also encompasses their ability to continuously grow and improve. A healthy and dynamic university fosters a positive atmosphere that motivates and engages staff and students, leading to increased confidence and productivity (Khorsandi Yamchi et al., 2017). Given that a significant portion of one's life is spent in the workplace, it is crucial for researchers and business practitioners to consider organizational health as a critical factor in employee well-being (Raya & Panneerselvam, 2013).

By creating favorable conditions in the workplace, such as a supportive work environment, organizations can reduce employee absenteeism and turnover rates (Sotoodeh, 2016). Therefore, it is imperative for managers to identify the factors that affect organizational health and prioritize efforts to maintain and improve it, as it is crucial for the survival of any organizational system (Haghighatjoo, 2009). Ultimately, employees are an organization's most valuable asset, and

their well-being should be a top priority for managers. In order to ensure effective management, it is essential to understand the health status of an organization. Therefore, it is necessary to conduct research and conceptualize the concept of organizational health, taking into account all relevant factors (Fouquereau et al., 2018). Just as personal health is crucial for individuals to contribute to the growth of industries and improve services, organizational health is equally important.

A healthy organization fosters a sense of responsibility among employees and leads to improved product and service quality. In such organizations, managers and employees strive for continuous improvement, utilizing available resources to achieve both personal and organizational goals (Levy et al., 2018). Achieving organizational goals and effectiveness is influenced by several factors that impact organizational health. Barahma et al (2020) found that organizations' efforts to enhance their performance are linked to work-life quality. The study suggests that by enhancing work-life quality, employees are more likely to participate in managerial decision-making. Healthy organizations promote higher-than-normal performance among managers and employees, resulting in a productive and flexible entity that is among the best in its class (Samuel et al., 2020). Organizational health is crucial in fostering a positive work environment and promoting creativity to meet the organization's objectives. A healthy organization ensures that its mission and goals are transparent to all members. Moreover, the accepted values of the organization are well-defined, serving as a guide for appropriate behavior (Min & Su, 2020).

The health of an organization refers to the factors that promote its growth and development or affect its dynamics. To ensure the organization's well-being, all subsystems must operate in a coordinated and consistent manner. The organization's ability to acquire resources and achieve its objectives determines its level of health (Sabanci, 2011). Despite progress in

comprehending the significance of healthy organizations in enhancing well-being and organizational performance, the dimensions and components of organizational health among university managers remain inadequately researched. This is a crucial matter that requires examination, and the present study aims to fill this gap. While some studies have explored organizational health internationally, this is the first study in Iran to investigate the organizational health of branch managers in universities. Although a few studies have reported on organizational health, there is still a need for further research in this area. For instance, a study conducted by Ardalan and Azizi (2020) entitled "The relationship between organizational health and professional ethics of teachers; The mediating role of individual and organization fit" revealed that the relationship between organizational health and professional ethics is positive and significant with the mediating role of person-organization fit. As a result, in order to develop professional ethics among teachers, managers must pay attention to organizational health and individual-organizational fit.

Shahabi Niya and Karami (2018) conducted a study entitled "Examine organizational health at centers and subordinate units Hamedan Payame Noor University". The results showed that some factors including Communication, loyalty, Commitment, Morale, Institutional Reputation, Ethics, Performance Recognition, Goal Alignment, and leadership were significant whereas other factors including Participation and Involvement, development, and Resource Utilization were not significant. This requires making plans and management by managers of Hamedan Payame Noor University. Montazeri and Ferdosipour (2018) conducted a study on the impact of organizational health on employee performance. The findings revealed a noteworthy correlation between organizational health and job performance, staff empowerment, and the job performance of staff as a result of empowerment. In their study on marine fisheries management,

Suwanyuha and Rinthaisong (2018) found that organizational health, job characteristics, and organizational climate were directly influenced by transformational leadership. The standardized path coefficients for these variables were 0.72, 0.69, and 0.37, respectively. There was an indirect effect from organizational climate and organizational health, with their standardized path coefficients being 0.35 and 0.15, respectively. There was a total effect from organizational health, organizational climate, and job characteristics, with their standardized path coefficients being 0.87, 0.72, and 0.69, respectively. Parlar and Cansoy (2017) examined the relationship between school administrators' instructional leadership behaviors and the organizational health of schools. The results showed that among the organizational health dimensions of the schools, initiating structure was perceived at the highest level, while resource support and academic emphasis were perceived at lower levels compared to other dimensions. In the study, positive and significant correlations were found between the sub-dimensions of instructional leadership behaviors and those of organizational health of schools.

Since the Azad university of Gilan branch is one of the governmental organizations and academic managers need to maintain and satisfy their employees and they should have friendly relationships with their employees in order to maintain their own positions for this purpose, having administrative health of this organization is a necessity. Therefore, the main purpose of this study is to investigate the dimensions and components of managers' organizational health at the Azad University Branches of Gilan. The present study addressed the subsequent questions as follows:

- 1) What are the dimensions and components of managers' organizational health at the Azad University Branches of Gilan?
- 2) What is the ranking of the dimensions and components of managers' organizational health at the Azad University Branches of Gilan?

- 3) What is the fit of the appropriate model of the organizational health role of managers at the Azad University Branches of Gilan.

### Methodology

This study was applied in terms of purpose, descriptive and content analysis in terms of nature, and adopted a mixed approach. The statistical population of the qualitative study consisted of 20 managers at the Islamic Azad university branches of Gilan, who were selected by purposive sampling method, and finally, due to the saturation method, 10 managers were selected as a sample. The statistical population in the quantitative phase included all 219 faculty administrators and vice-presidents in the Islamic Azad university branches in Gilan province of whom 139 were selected by stratified random sampling based on Cochran's formula. The research data collection tool in the qualitative phase was a semi-structured interview whereas, in the quantitative section, a researcher-made questionnaire was extracted from interviews. Data in the qualitative phase were analyzed using content analysis, and in the quantitative phase, exploratory factor analysis, confirmatory factor analysis, and structural equation tests were used. In order to collect data a researcher-made questionnaire of organizational health with 73 items and 2 dimensions "structural and managerial" and 10 components "organizational climate, organization structure, scientific emphasis, monitoring and evaluation, organizational justice, ethics, goal setting, resource support, effective leadership, and consideration" have been used.

The face, content, and construct validity of the instrument were confirmed. The construct validity was calculated with a factor loading greater than 0.5, which was confirmed. The composite reliability and Cronbach's alpha were calculated above 0.70, which was approved. To analyze the data in the descriptive statistics section, frequency, frequency percentage, mean and standard deviation were used. In the inferential statistics section, the Kolmogorov-Smirnov

test was used for the normality of data distribution. Exploratory factor analysis, confirmatory factor analysis, and structural equation tests were used to investigate the research questions. The data obtained from the questionnaire were analyzed using SPSS21 and PLS software.

## Findings

### The Qualitative Part of the Research:

In the qualitative research part, the semi-structured interview method was used to extract and screen the indicators, components, and dimensions of the appropriate model of the organizational health role of managers at the Azad University Branches of Gilan. First, the researcher marked the key points related to each semi-structured interview by listening to the recorded interviews and studying the notes taken during the interview, and then he extracted key and essential points from each interview. In the following, he did the

necessary labeling by using the classification of key points in the form of professional terms, and then, the tagged terms of each interviewee were organized in a table. First, twenty experts were identified to conduct the interview and the interview process started. The researcher identified 92 indicators of organizational health after interviewing nine people. However, the interview process continued until the tenth person, at which point data saturation was reached. A summary table was created for each expert interviewee, containing all key points and categorized information. The results are presented in Table (1), which identifies a total of 121 organizational health indicators across 5 components and 2 dimensions. After integrating and confirming the indicators, 73 were converted into questionnaires for experts to confirm their final opinions and obtain the final questionnaire.

Table 1.

*Integration of indicators extracted from experts in the organizational health variable*

No	Dimensions	Number of indicators identified by each interviewee										Integration of indicators in each dimension
		1	2	3	4	5	6	7	8	9	10	
1	<b>Structural</b>	5	7	3	5	4	4	5	4	5	4	31
2	<b>Managerial</b>	6	4	7	8	9	8	6	11	8	8	42
3	<b>Total</b>	11	11	10	13	13	12	11	15	13	12	73

Table (1) presents the findings that indicate the identification and approval of 73 indicators after integrating the process of indicators. The study delves into the role of organizational health in managers of Islamic Azad Universities of Gilan province through interviews conducted from various perspectives. The analysis of the interviews resulted in the elimination of some categories due to overlap and similarity, ultimately leading to the identification of 73 indicators. The researcher achieved theoretical saturation with this number of indicators. The conceptual model was transformed into a questionnaire and presented to 15 specialists in educational management and psychology. After two rounds of consensus, the final model was extracted based on diagram (1), with over 80% agreement among the experts.

### The quantitative part of the research

1) What are the dimensions and components of managers' organizational health at the Azad University Branches of Gilan?

To investigate and answer this research question, the organizational health questionnaire was used as a tool for data collection. We created a questionnaire consisting of 73 items, and then analyzed the data using exploratory factor analysis to identify the dimensions and components and rank them accordingly. To ensure the data was suitable for factor analysis, we conducted both the Kaiser-Meyer-Elkin Measure of Sampling Adequacy and Bartlett's goodness-of-fit tests. The KMO statistic was used to assess the adequacy of the variables, and a value greater than 0.70 was deemed appropriate for factor analysis.

Additionally, Bartlett's test was employed to determine the correlation between the variables, which is crucial for a meaningful and useful factor analysis model. Therefore,

the statistical hypothesis related to Bartlett's test is as follows:

The data are correlated.: H1

The data are uncorrelated.: H0

Table 2.

*Results of the KMO & Bartlett test*

Variable	Statistics & KMO & Bartlett	Test result
Structural	KMO- 0.910 Sig- 0.000	Confirmation of data adequacy & correlation
Managerial	KMO- 0.884 Sig- 0.000	Confirmation of data adequacy & correlation

Table (2) revealed that, at a confidence level of 95% and a measurement error of  $\alpha=5\%$ , the KMO statistic was greater than 0.7. Bartlett's test also indicated a significance level of less than 0.05 (Sig < 0.05), providing insufficient evidence to support the null hypothesis and confirming

the research hypothesis. The data exhibited correlation and sufficiency, making them suitable for exploratory factor analysis. Confirmatory factor analysis was subsequently employed to verify the dimensions of organizational health, and the findings are presented in Table (3):

Table 3

*The results of confirmatory factor analysis*

Dimension	Standard coefficient	T-Value	R <sup>2</sup>	Component	Standard Coefficient	T-Value	R <sup>2</sup>
Structural	0.947	92.128	0.898	Organizational Atmosphere	0.708	15.573	0.501
				Organization Structure	0.898	46.976	0.806
				Scientific Emphasis	0.843	25.820	0.710
				Monitoring and Evaluation	0.783	20.374	0.614
				Organizational Justice	0.791	20.208	0.626
Managerial	0.960	127.960	0.960	Ethics	0.820	29.711	0.672
				Goal Setting	0.757	20.501	0.573
				Resource Support	0.475	4.921	0.226
				Effective Leadership	0.931	77.017	0.867
				Consideration	0.612	8.361	0.374

The results of the confirmatory factor analysis listed in table (3) show that: at the 99% confidence level, the t-values for all organizational health dimensions and components are outside the range (2.58, -2.58). The management dimension with a standard coefficient of 0.960 has more impact and the structural dimension with a standard coefficient of 0.947 has less impact. Among the structural components, the highest standard coefficient (0.898) is related to the organization structure component and the lowest standard coefficient (0.708) is related to the organizational atmosphere component. Also, among management components, the highest standard coefficient

(0.931) corresponds to the effective leadership component and the lowest standard coefficient (0.475) corresponds to the resource support component. The value of R<sup>2</sup> is higher than strong for both dimensions. The components of resource support and consideration are at an average level, the components of the organizational atmosphere, monitoring and evaluation, organizational justice, and goal setting are close to strong, and for the rest of the components, they are at a higher level than strong. Therefore, there is a positive and significant relationship between organizational health and its dimensions and components.

Based on the results of exploratory factor analysis and confirmatory factor analysis, the organizational health variable has 2 dimensions "structural and managerial". The structural dimension has 5 components "organizational atmosphere, organization structure, scientific emphasis, monitoring and evaluation, and organizational justice" and the managerial dimension has 5 components "ethics, goal setting, resource

support, effective leadership, and consideration".

2) What is the ranking of the dimensions and components of managers' organizational health at the Azad University Branches of Gilan?

Ranking of the dimensions and components of organizational health according to the factor load of each of the dimensions as described in the table (4).

Table 4.

*Ranking of organizational health dimensions according to the amount of workload*

Dimensions	Workload	Ranking	Components	Workload	Ranking
Structural	0.947	2	Organizational Atmosphere	0.708	5
			Organization Structure	0.898	1
			Scientific Emphasis	0.843	2
			Monitoring and Evaluation	0.783	4
			Organizational Justice	0.791	3
Managerial	0.960	1	Ethics	0.820	2
			Goal Setting	0.757	3
			Resource Support	0.475	5
			Effective Leadership	0.931	1
			Consideration	0.612	4

Based on the results of table (4), it was found that the effect of all dimensions and components on organizational health is confirmed. The management dimension with a factor loading of 0.960 has the first rank and the structural dimension with a factor load of 0.947 has the second rank. In the structural dimension, the organizational structure component with a factor loading of 0.898 has the first rank, and the organizational atmosphere component with a factor load of 0.708 has the last rank. In the managerial dimension, the effective leadership component with a factor load of 0.931 has the first rank and the resource support component has the last rank with a factor load of 0.475.

3) What is the fit of the appropriate model of the organizational health role of managers at the Azad University Branches of Gilan?

To investigate this question, the structural equations test and pls software were used.

Table 5.

*The results of path analysis*

Variable	Statics	T	R <sup>2</sup>
Standard Coefficient			
Organizational health	23.666	0.806	0.650

The results of the path analysis show that the organizational health variable is established based on the factorial path coefficients of 0.806. Also, according to the value of t-value that is outside the range (2.58 and -2.58), organizational health has become significant at the 99% confidence level. According to the value of R<sup>2</sup> for the variable of organizational health (0.650), the prediction has become close to strong. The appropriate fit of the structural model of the research is confirmed. Therefore, it can be concluded that the role of organizational health in the managers of Islamic Azad Universities in Gilan Province is positive and significant.



**The final model of the research**

After the analysis and measurement of various data, the final model of the research is presented as follows.

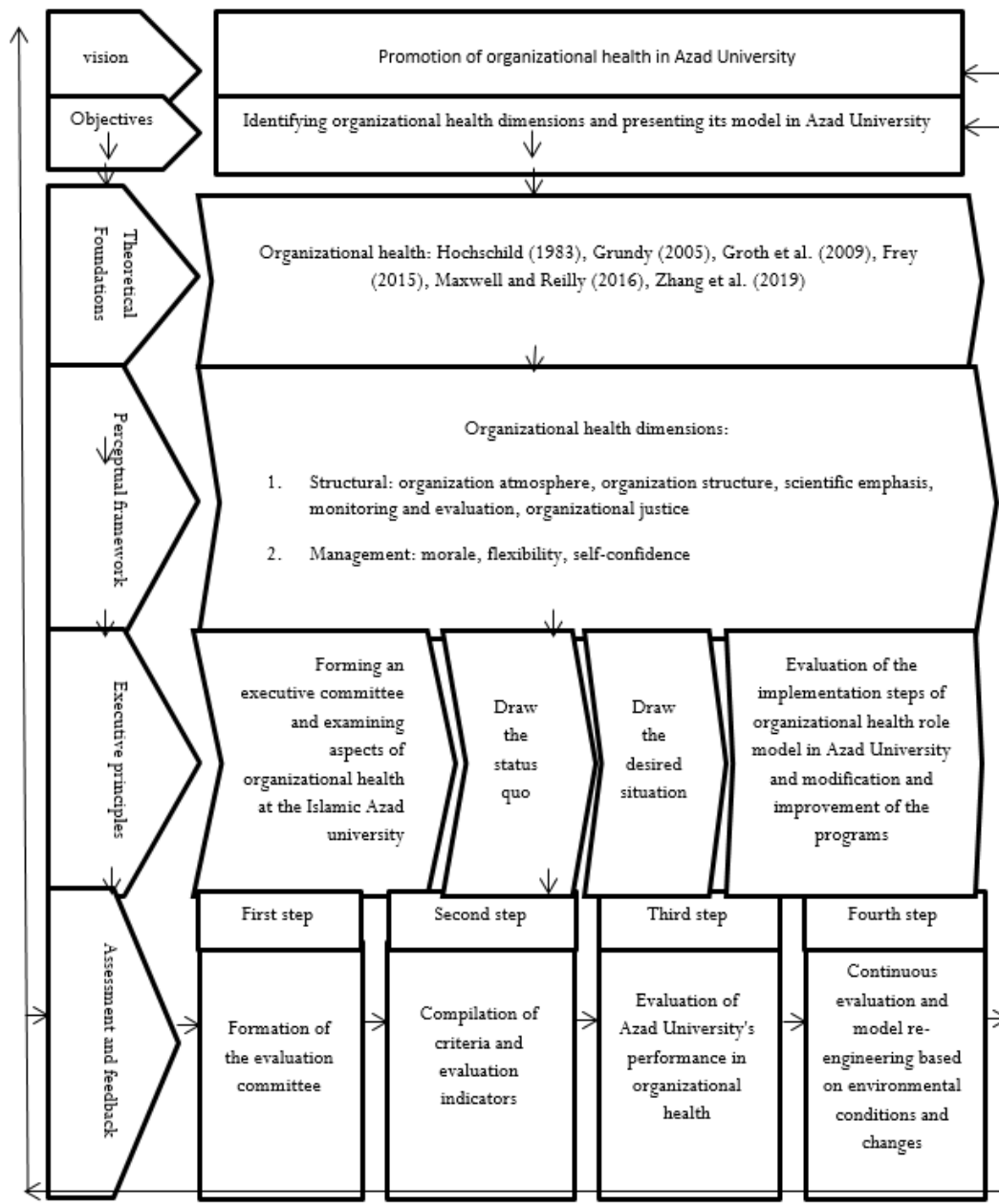


Figure 1. Conceptual model of the role of organizational health in managers of Islamic Azad University Branches in Gilan province

**Discussion and Conclusion**

Higher education institutions are crucial organizations that play a vital role in the country's progress. In particular, universities that focus on human resources must prioritize organizational health. Therefore, this study aims to examine the components and dimensions of organizational health among managers at Gilan Azad University. The

study's first objective was to explore the dimensions and components of organizational health among managers at Azad University Branches in Gilan. The study found that organizational health has two dimensions: structural and management. The structural dimension comprises five components, namely organizational atmosphere, organization structure, scientific

emphasis, monitoring and evaluation, and organizational justice. The study confirmed that all dimensions and components significantly impact organizational health. These findings are consistent with the results of Hatami Ghousechi et al (2021); Ardalan and Azizi (2019); Sotoudeh et al. (2017); Montazeri and Ferdosipour (2017); Mohammadi (2010); Min and Su (2020), and Parlar & Kensavi (2017). In explaining these findings, it can be said that the health of an organization is influenced by various structural factors such as clear goals, workplace intimacy, emphasis on learning for both professors and students, reduced bureaucracy and hierarchy, and a cooperative atmosphere. It is thus important to examine variables such as organizational atmosphere, structure, scientific emphasis, monitoring and evaluation, and organizational justice as key components of organizational health.

The research findings also revealed that the managerial dimension of organizational health comprises five crucial elements, namely ethics, goal-setting, resource support, effective leadership, and consideration. The findings of this study are consistent with the results of Shafiei et al (2023); Shahabinia & Karami (2017); Mirkamali & Haj Khozaimeh (2016), Qanbari Matloub et al. (2014); Khorsandi Yamchi et al. (2017), Mohammadi (2010) and Parlar & Kensavi (2017). In explaining these findings, it can be said that the health of an organization is influenced by various management factors, including the observance of ethical principles, teamwork spirit, adherence to appropriate values and norms, and the availability of necessary resources and facilities. Therefore, it is reasonable to investigate components such as goal setting, effective leadership, resource support, consideration, and ethics as part of organizational health management. The second question aimed to determine the ranking of managers' organizational health dimensions and components at the Azad University Branches of Gilan.

The management dimension had the highest rank with a factor loading of 0.960,

followed by the structural dimension with a factor load of 0.947. Within the structural dimension, the organizational structure component had the highest rank with a factor loading of 0.898, while the organizational atmosphere component had the lowest rank with a factor load of 0.708. In the managerial dimension, the effective leadership component had the highest rank with a factor load of 0.931, while the resource support component had the lowest rank with a factor load of 0.475.

The study revealed that the support provided by managers to employees and their encouragement of learning and innovation within the university, as well as the inclusion of colleagues in decision-making, are key factors that impact the overall health of an organization. Additionally, hiring competent managers can significantly contribute to an organization's success. It is not surprising that the managerial dimension is more important than the structural dimension in determining organizational health. The third research question aimed to determine the most suitable model for the role of managers in promoting organizational health at the Azad University Branches in Gilan. The findings of the study showed that the presented model has a good fit. The study's results indicate that the presented model is well-suited for the research. Both the structural and measurement models effectively explain the variables.

The concept of organizational health has become increasingly important in the service economy due to heightened competition among providers. Organizational health is crucial for various jobs, including educational ones, as it requires managers to prioritize their employees' and subordinates' well-being. A healthy organization fosters a positive work environment and boosts creativity, ultimately leading to the achievement of organizational goals. In such a setting, the organization's mission and objectives are transparent to all. The organization's accepted values serve as the benchmark for distinguishing between appropriate and inappropriate behaviors. The

notion of organizational health highlights the factors that foster growth and progress, and promote dynamism within the organization. However, the study has some limitations, such as the restricted statistical population of only managers from Islamic Azad Universities in Gilan province, and the geographical limitations of the study to Gilan province.

The present study recommends that university authorities prioritize the opinions and views of managers and employees, and consider their level of involvement in decision-making to enhance their motivation. It is imperative for university managers to offer opportunities for professional growth in the employees' areas of expertise. According to the results of this study, it is proposed that managers should prioritize the participation of employees in organizational affairs to boost their commitment and morale. To accomplish this, the organization should implement measures that promote employee independence and enhance these aspects within the company. To promote innovation in an organization, managers must establish an environment that inspires novel ideas and diverse perspectives. This can be accomplished by fostering a culture of collective vision and destiny, offering flexible work schedules, reducing restrictive regulations, and implementing decentralized management and delegation of authority. Furthermore, managers should identify and cultivate employee creativity through educational initiatives and programs. By prioritizing innovation and highlighting its significance, organizations can boost morale, drive scientific progress, and ultimately enhance their overall well-being. To improve the university's organizational health, it is essential for managers and officials to prioritize employee communication skills by offering training courses. This will enable employees to establish effective communication with colleagues and customers. Additionally, employees should be provided with job security, adequate salaries, and benefits based on their performance and productivity. A friendly

environment that promotes mutual respect and supports employee well-being should be fostered by the university. Adequate funds should be allocated for in-service training courses to keep employees updated on the latest teaching methods. Finally, the university should research the role of incubators in promoting self-efficacy among entrepreneurs in third-generation Iranian universities to develop a model for future implementation

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### Conflict of interest

The authors have no conflict of interest to declare.

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