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Identifying the Components of Organizational-Commercial health and examining their Status in Fars University

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Abstract

The present study aims to identify the components of organizational health and their status in Fars University of Medical Sciences. This study is applied and developmental in terms of purpose, descriptive in terms of nature, and a field study in terms of data collection method. The statistical population of the present study includes two groups: 1) Experts in the field of organizational health among whom 15 people were selected, and 2) All employees of Fars University of Medical Sciences (1780 people) among whom 315 were selected according to Cochran's formula by proportional stratified random sampling method. The organizational health questionnaire based on the study literature consists of 10 main components and 29 sub-indicators, that using Delphi technique, the number of main items was changed to 8 and sub-indicators to 26 items. The content validity of the organizational health questionnaire was estimated to be 0.91,5 and the Cronbach's alpha coefficient was higher than 0.7. The mean and one-sample t-test, using SPSS software, were used in order to analyze the data. According to the results, the components of organizational health based on the criteria proposed by experts include responsiveness to the environment, cohesion, effectiveness, leadership, professional ethics, performance appraisal, communication style, and organizational atmosphere. The mean of all components was between 4 and 5 (between "appropriate" and "perfectly appropriate"). So, according to the experts, there is a fit between all dimensions of organizational health based on the proposed criteria. Also, considering that P value of the test (0.000) was lower than the significance level of 0.05, so given the obtained mean higher than the base mean (3) for the variables, it can be said that organizational health variable status is favorable.

Keywords: Delphi Technique, Employees, Fars University, Organizational-Commercial Health

Introduction

One of the perspectives and approaches analyzed by experts is organizational health. The metaphor of organizational health was examined by Mattew Miles in schools in 1965. Organizational health means not only survival of the organization in the environment, but also doing something beyond it, i.e. long-term advancement of the organization. An organization's operations in a particular day can be effective or ineffective. However, sustainable survival, effective power, and growth always continue (Smith et al., 2014).

To describe organizational health, Miles configures it in ten important dimensions. These features are not in conflict and they interact with each other. Miles combines them into three important categories. The first category is task needs, which is related to working tasks and needs and the social system. The second category is the need to maintain the organizational (Yunis & Abbas Tarhini, 2019).

Organizational health was originally used to describe continuity of organizational life. The term organizational health was revised by (Karimi & Abdollahi, 2019) and (Haidar & Ahmad, 2018). In fact, organizational health is the ability of the organization to succeed and adapt to the environment and create cohesion among employees and achieve the determined goals (Gholampour et al., 2019). In fact, this definition states that organizational health will be useful in describing the relationships between human resources in a school; for example between teachers, students, administrators, and other staff. The idea of organizational health is not new and has attracted the attention of some thinkers of organizational and management sciences for several decades. (Osunde, 2015) writes that some scholars in the field of organization such as Argyris, Trist, and Rice and Bennis have definitely supported this idea.

Organizational health and its importance and role as an effective determinant for those involved in the educational system is an unknown concept and understanding the health status of the organization can help us in choosing appropriate management methods for its effectiveness. Therefore, studying and conceptualization of organizational health is a requirement for extensive and full-range activities of organizations, and any significant effort to improve the organization is important. A healthy organization is a place where people come to their workplace interestedly and are proud of working in that place (Kaewchur & Phusavat, 2018).

Given the importance of the subject, the present study aims to identify the components of organizational health and examine their status in Fars University of Medical Sciences.

Methodology

This study is applied and developmental in terms of purpose, descriptive in terms of nature, and a field study in terms of data collection method. The statistical population of the present study includes two groups: 1) Experts in the field of organizational health whose number is unknown and are scattered throughout the country; they have been selected by selective method and should have characteristics such as knowledge and experience in the subject, willingness, sufficient time to participate, effective communication skills (Haidar & Ahmad, 2018), having scientific studies related to the subject, availability, experience, fit of the field of study, PhD degree, and teaching at the university. Non-random selective sampling method has been used to select a suitable sample from among the community of experts and university professors; accordingly, 15 people were selected from among the community of experts and university professors who had the necessary criteria; 2) All employees of Fars University of Medical Sciences (1780 people) who are working in the organization among whom 315 were selected based on Cochran's formula by proportional stratified random sampling method which can be seen in (Table 1).

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Table 1. The statistical population of Fars University of Medical Sciences

No.	University (city)	Size of statistical population	Sample size
1	Shiraz University of Medical Sciences	930	210
2	Jahrom University of Medical Sciences	453	65
3	Fasa University of Medical Sciences	397	40
Total		1780	315

The organizational health questionnaire based on the study literature consists of 10 main components and 29 sub-indicators. After obtaining the opinion of experts and using the Delphi technique, the number of main items changed to 8 and sub-indicators to 26 items. The questionnaire consists of 78 questions in the form of a 5-point Likert scale from "perfectly appropriate" to "completely inappropriate". The research questionnaire was first reviewed and approved by 15 experts in terms of face and conceptual validity, and then, Content Validity Ratio or CVR method was used to assess its content validity. The formula of this method is as follows:

$$CVR = \frac{n_e - \frac{N}{2}}{\frac{N}{2}}$$

Where N represents total number of responding experts, and n_e is the number of experts who have approved the considered item. The CVR value can be calculated for all indicators and factors. The closer the CVR value is to one, the more respondents have identified the item as appropriate. In this study, validity of the organizational health questionnaire was calculated by 15 experts and university professors to be equal to 0.91,5. Considering that the alpha coefficient of the questionnaire was estimated to be higher than 0.7, it can be concluded that it has an acceptable reliability. Mean and one-sample t-test, using SPSS software, were used in order to analyze the data.

Results

Based on previous studies and the literature, a total of 26 indicators of organizational health were identified. In the first phase of the Delphi technique, these criteria were provided to the experts in the field and they were asked to provide their suggestions, if any, regarding the combination of some criteria in the form of a new criterion; and finally no indicator was added to these sub-criteria. A description of the indicators related to employee psychological stress can be seen in (Table 2):

Table 2. A summary of organizational health indicators

Main indicator	**Criteria**	**Sub-criteria**
Organizational health	Environmental responsiveness	Structural responsiveness
		Functional responsiveness
	Cohesion	Emotional-social cohesion
		Instrumental-structural cohesion
	Effectiveness	Internal effectiveness
		External effectiveness
		Institutional effectiveness
	Leadership	Diagnosis and orientation
		Capability
		Communications
		Decision making
	Professional ethics	Responsibility
		Justice and fairness
		Supremacy and competition
		Commitment and loyalty
	Performance appraisal	Fair reward system
		Transparency
		Anti-corruption laws
		Healthy political competition
	Communication style	Communication with the client
		Communications inside the organization
		Communications outside the organization
	Organizational atmosphere	Satisfactory working hours
		Appropriate employment arrangements
		Workplace social support
		Job control and limits of authority in decision making

In the second phase of the Delphi technique, first 26 indicators of organizational health were screened to select the criteria that are more important and appropriate. Then, each criterion was examined based on the purpose according to the Delphi method by experts in this field who were the 15 people selected as the sample and were familiar with all sub-indicators. Delphi technique was used for initial screening of the identified criteria (Table 3).

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Table 3. Summary of the results of the second round of the Delphi technique for organizational health

Criteria	Sub-criteria	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
Environmental responsiveness	Structural responsiveness	4	4	4	4	4	4	5	4	4	4	4	4	5	5	5	4.3
	Functional responsiveness	4	5	5	3	4	4	5	5	5	4	4	4	5	4	4	4.3
Cohesion	Emotional-social cohesion	4	5	5	5	4	4	5	5	5	4	4	5	4	5	4	4.5
	Instrumental-structural cohesion	4	3	3	4	5	5	4	5	4	5	5	4	5	4	5	4.3
Effectiveness	Internal effectiveness	5	4	3	5	5	4	4	4	4	5	4	5	4	4	5	4.3
	External effectiveness	4	4	4	4	4	4	4	4	5	4	5	5	4	4	3	4.1
	Institutional effectiveness	5	3	4	5	5	5	4	4	5	5	4	3	4	4	3	4.2
Leadership	Diagnosis and orientation	4	4	4	4	5	4	4	5	4	4	4	4	3	5	4	4.1
	Capability	5	5	5	5	4	5	4	5	5	5	5	5	4	4	4	۴.۷
	Communications	4	5	4	5	4	4	4	5	5	5	5	4	5	5	4	4.5
	Decision making	5	4	5	5	4	4	4	4	5	4	5	5	5	5	5	4.6
Professional ethics	Responsibility	5	4	5	5	4	4	5	5	5	5	5	4	5	4	4	4.6
	Justice and fairness	5	4	5	5	4	5	4	4	4	4	4	4	4	4	5	4.3
	Supremacy and competition	5	5	4	4	5	5	5	5	5	4	4	4	4	4	5	4.5
	Commitm	4	5	5	4	5	5	3	5	4	5	3	4	4	5	5	4.4

	ent and loyalty																
Performance appraisal	Fair reward system	5	4	3	5	5	4	4	5	5	5	5	4	4	5	4	4.5
	Transparency	4	5	5	4	4	4	4	4	5	5	4	5	5	5	4	4.5
	Anti-corruption laws	5	3	4	5	5	5	4	4	5	5	5	3	4	4	5	4.4
	Healthy political competition	5	4	5	5	4	5	4	4	4	4	5	5	4	5	4	4.5
Communication style	Communication with the client	5	5	4	4	5	5	4	5	5	5	4	4	5	5	4	4.6
	Communications inside the organization	4	5	5	4	5	5	4	5	4	4	4	4	4	4	4	4.3
	Communications outside the organization	5	5	5	5	4	4	5	5	4	5	5	4	4	4	4	4.5
Organizational atmosphere	Satisfactory working hours	5	5	5	5	4	5	4	4	4	3	4	5	5	4	3	4.3
	Appropriate employment arrangements	5	4	5	4	5	4	4	4	4	5	4	5	5	5	5	4.5
	Workplace social support	4	4	4	5	4	4	5	5	4	5	4	3	5	5	5	4.4
	Job control and limits of authority in decision making	4	5	5	5	4	5	4	3	4	4	4	5	5	4	4	4.3

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The Delphi technique continued in two rounds and was stopped in the second round after achieving a final agreement. Finally, the remaining 26 indicators in the second round all scored above 3 again. Therefore, the Delphi technique was stopped and the identified organizational health indicators were used for the final analysis.

Question 1: What are the components of organizational health in Fars University of Medical Sciences?

The dimensions and components of organizational health based on the criteria proposed by the experts include environmental responsiveness, cohesion, effectiveness, leadership, professional ethics, performance appraisal, communication style, and organizational atmosphere. As can be seen in (Table 4), the mean of all dimensions is between 4 and 5 (between "appropriate" and "perfectly appropriate") that this means that according to the experts of this study, there is a fit between all dimensions of organizational health based on the proposed criteria.

Table 4. Average fit of organizational health dimensions

Variable	**Dimension**	**Average fit between the variable and the dimension**
Organizational – commercial health	Environmental responsiveness	4.357
	Cohesion	4.297
	Effectiveness	4.000
	Leadership	4.093
	Professional ethics	4.123
	Performance appraisal	4.077
	Communication style	4.567
	Organizational atmosphere	4.336

Question 2: How is the status of organizational health and its components in Fars University of Medical Sciences?

As can be seen in (Table 5), given that the P value of the test (0.000) is lower than the significance level (0.05), the null hypothesis is rejected. In other words, based on the mean obtained for the variables, it can be said that the status of organizational health variable is favorable.

Table 5. The status of organizational health variable and its components

Variable	Mean	T statistic	Significance	Bottom limit	Top limit
Organizational health	3.547	24.325	0.000	0.502	0.591
Environmental responsiveness	3.582	16.52	0.000	0.510	0.653
Cohesion	3.506	12.936	0.000	0.429	0.583
Effectiveness	3.576	14.920	0.000	0.500	0.652
Leadership	3.764	23.845	0.000	0.701	0.827
Professional ethics	۳۲۲۶.	5.733	0.000	0.148	0.304
Performance appraisal	3.556	18.426	0.000	0.497	0.616
Communication style	3.591	16.871	0.000	0.521	0.660
Organizational atmosphere	3.587	17.525	0.000	0.521	0.653

Discussion

Given the developmental nature of the present study, first the components of organizational health were identified in Fars University of Medical Sciences. For this purpose, according to the research results and the existing theoretical literature in this field, the components were identified and were provided to the experts in the form of a questionnaire. Based on the results, 26 sub-components (indicators) related to organizational health were summarized in 8 factors. These results are consistent with the study by (Kletke et al., 2019) that showed that organizational health employees evaluated the education system to be at a good level. However, the educational system officials and policymakers can play an important role in improving the institutional and technical level to increase the efficiency of the Finnish education system. The results are also consistent with the study by (Gholampour et al., 2019) that secondary data including news reports and the web-based interviews form the content of this study. Finally, a model to be used to evaluate and monitor in the field of health has been provided. According to this model, evolution in the health system must be considered using two approaches of statistics and results as well as the values and norms created in the implementation stages of the project quoted by (Azizi & Ardalan, 2010).

Regarding the measurement of organizational health variable in Fars University of Medical Sciences, it was found that the baseline mean was 3.00 and the significance level was lower than 0.05 which indicate that it is in a favorable status. But this rate is not high enough to say that organizational health is doing well in this university. These results are consistent with the study by (Ali Doust Ghahfarokhi & Shaygan, 2014) which showed that organizational health of schools is appropriate from the viewpoint of teachers; high schools have lower organizational health than other schools; non-profit schools have higher organizational health than public schools; girls' schools have higher organizational health than boys' schools; there is a significant difference between the cities of the province in terms of organizational health of schools; there is a significant inverse relationship between teachers' educational degree and their assessment of organizational health of schools; female teachers evaluated schools to be healthier compared to male teachers.

Regarding the measurement of environmental responsiveness variable in

Fars University of Medical Sciences, it was found that the baseline mean was 3.00 and the significance level was lower than 0.05 which indicate that it is in a favorable status. But this rate is not high enough to say that environmental responsiveness is doing well in this university. These results are consistent with the study by (Qashqayi et al., 2013) which showed that the dimensions of leadership, cohesion, effectiveness, and environmental responsiveness as well as the components related to each dimension were developed and validated for organizational health assessment.

Regarding the measurement of the cohesion variable in Fars University of Medical Sciences, it was found that the baseline mean was 3.00 and the significance level was lower than 0.05 which indicate that it is in a favorable status. But this rate is not high enough to say that cohesion is doing well in this university. These results are consistent with the study by (Azizi & Ardalan, 2010) which showed that the relationship between organizational health and professional ethics with the mediating role of individual-organization fit is positive and significant. Undoubtedly, in order to have organizational health, we need to promote professional ethics in the organization, which becomes stronger as the individual-organization fit increases. Therefore, in order to develop professional ethics among teachers, managers should pay attention to organizational health and individual-organization fit. The results are also consistent with the study by (Fazl Elahi Ghomshi et al., 2020) which showed that there is a relationship between professional ethics and organizational health of managers. There is also a positive and significant relationship between organizational learning and managers' organizational health. There is a relationship between the components of organizational learning and professional ethics and organizational health of high school managers. Promoting the organizational health of educational managers requires application of organizational learning and professional ethics.

Regarding the measurement of the effectiveness variable in Fars University of Medical Sciences, it was found that the baseline mean was 3.00 and the significance level was lower than 0.05 which indicate that it is in a favorable status. But this rate is not high enough to say that effectiveness is doing well in this university. These results are consistent with the study by (Kletke et al., 2019). Regarding the measurement of leadership variable in Fars University of Medical Sciences, it was found that the baseline mean was 3.00 and the significance level was lower than 0.05 which indicate that it is in a favorable status. But this rate is not high enough to say that leadership is doing well in this university. These results are consistent with the study by (Yin Cheng & Moviv, 2019) which showed that there is a positive and significant relationship between the dimensions of Islamic management and components of refreshing work environment, inspiring staff, inclusive leadership, positive culture, and sustainable success, and the components of organizational justice including procedural, interactional, and distributive justice. The results are also consistent with the study by (Alizadeh & Nastizayi, 2019) which showed that there is a positive and significant relationship between organizational learning and organizational health and organizational performance. An appropriate structural model has been designed to explain the relationship between organizational learning and organizational health and organizational performance. The structural model of the study has the necessary fit.

Regarding the measurement of professional ethics variable in Fars University of Medical Sciences, it was found that the baseline mean was 3.00 and the significance level was lower than 0.05 which indicate that it is in a favorable status. But this rate is not high enough to say that professional ethics is doing well in this university. These results are consistent with the study by (Azimi & Fallahi, 2019) which showed that work conscience affects organizational health with an intensity of 0.218, and work conscience with the mediating role of value-orientation affects organizational health with an intensity of 0.657. Also, the mean score of the dependent variables of work conscience, organizational health, and value-orientation of managers and employees of the selected organizations using the ANOVA test is equal to 4.30, 3.64, and 3.47, respectively.

Regarding the measurement of performance appraisal variable in Fars University of Medical Sciences, it was found that the baseline mean was 3.00 and the significance level was lower than 0.05 which indicate that it is in a favorable status. But this rate is not high enough to say that performance appraisal is doing well in this university. These results are consistent with the study by (Gholampour et al., 2019) which showed that there is a significant relationship between organizational health and professional ethics among employees of Rasht Tax Affairs Department.

Regarding the measurement of communication style variable in Fars University of Medical Sciences, it was found that the baseline mean was 3.00 and the significance level was lower than 0.05 which indicate that it is in a favorable status. But this rate is not high enough to say that communication style is doing well in this university. These results are consistent with the study by (Zhang & Sarker, 2019) which showed that there is a positive and significant relationship between organizational health and organizational justice, and organizational virtue and organizational justice and organizational virtue. The direct effect of organizational health on organizational virtue and organizational justice and the direct effect of organizational justice on organizational virtue were significant. The indirect effect of organizational health on organizational virtue with the mediating role of organizational justice was also significant. Also, managers of organizations can provide the ground for cultivating organizational virtues by promoting organizational health and expanding organizational justice.

Conclusion

Regarding the measurement of organizational atmosphere variable in Fars University of Medical Sciences, it was found that the baseline mean was 3.00 and the significance level was lower than 0.05 which indicate that it is in a favorable status. But this rate is not high enough to say that organizational atmosphere is doing well in this university. These results are consistent with the study by (Gholampour et al., 2019) which showed that organizational culture had an average of 3.76±0.47; organizational health had an average of 71.0± 63.3; and professional ethics had an average of 4.65±0.51 which were higher than the average level. Organizational culture explained 18% of the variance of professional ethics and 38% of the variance of teachers' organizational health. Also, organizational health explains 14% of the variance changes of teachers' professional ethics; and that organizational culture and health improves professional ethics of teachers. On the other hand, organizational culture provides the basis for improving organizational health of teachers.

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