



AENSI Journals

Journal of Applied Science and Agriculture

ISSN 1816-9112

Journal home page: www.aensiweb.com/jasa/index.html



Evaluation of organizational health on different levels of youth affairs and sports Ministry

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ARTICLE INFO

Article history:

Received 19 November 2013

Received in revised form 17

February 2014

Accepted 22 February 2014

Available online 16 March 2014

Keywords:

Organizational health,

Ministry of Youth and Sports.

ABSTRACT

Background: Organizational health is a framework for the conceptualizing the general atmosphere of the organization. **Objective:** The aim of this study is to compare the organizational health in the Ministry of youth affairs and sports of Iran in 2012. The research was conducted by descriptive survey method. The statistical population of the study was all experts working in the Ministry of Sports and Youth; they hold at least an associate degree and were 400 people. The sample size was estimated 200 according to the Morgan table. The sampling method was randomized stratification. OHI Hoy *et al* (1998) Organizational Health Questionnaire and 0.88 Cronbach's alpha coefficient was used for the data collection. Collected data were analyzed using descriptive statistics and inferential tests such as ratio test (binomial), one way Variance and LSD test. **Results:** The results showed that in experts' point of view organizational health of Youth and Sports Ministry are at an adequate level, there significant difference between the mean score of organizational health, the LSD test results also confirm this finding. The difference between high and intermediate and operational level of organization in terms of organizational health is significant, but in this regard, there is no significant difference between middle and operational levels. **Conclusion:** it is recommended to have in-service training courses for managers, especially middle and operational managers to enhance organizational health and to improve different organizational levels of workplace environment in the Ministry of sport.

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To Cite This Article: Gholam Reza Shabani Bahar, Heidar Hosseini, Abolfazl Farahani, Loqman Keshavarz., Evaluation of organizational health on different levels of youth affairs and sports Ministry. *J. Appl. Sci. & Agric.*, 9(1): 332-337, 2014

INTRODUCTION

Organizational health is a framework for the conceptualizing the general atmosphere of the organization. The concept of positive health in an organization draws the attention to conditions that facilitate the development of organization or result in the organizational dynamism. Miles (1969) defines a healthy organization as a organization that not only lasts for its environment, But also compromise sufficiently in a long period of time and develop and expand Their ability to survive and adapt to constantly Miles (1969). A Healthy organization will treat the external blocking forces successfully, and will lead its forces so effectively toward the goals and objectives of the organization (Hoy and Misckl 2003).

Organizational Health is the organization's ability to perform the tasks effectively and also the organization's ability to grow and constant improvement. Observers in Healthy organizations find committed and conscientious employees with high morale and performance and open communication channels with a high success. A healthy organization is a place where people want to stay, work, and be proud of themselves are also instrumental. A Healthy and dynamic organization has a favorable and healthy atmosphere and provides stimulate and interests in the organization and thereby enhances the effectiveness of the organization. On the other hand, a healthy and supportive atmosphere in the organization makes them more confidence and in a good morale. (Lynden,J.L & Klinge, W,2000).

Growth and development of any society is within healthy organizations. If every society is looked at as an overall system, there are organizations and institutions within them that have some duties as sub-systems which must have the ability to move forward along other systems for achieving the goals of greater system. The Requirement for an organization to be synchronized and act coordinately is to have necessary and sufficient characteristics of a healthy organization. If the sub-systems do not have the characteristics of a healthy organization, they cannot carry out their functions and also will have a negative impact on the functions of other society systems. An organization is healthy when all the employees know what the organization goals are (Mirsepassi, 1983).

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Parsons defines a healthy organization as: To have a guaranteed health in an organization, all social systems should adapt themselves with the surrounding environment to survive and develop, mobilize resources to obtain the goals, coordinate and match the activities and motivate their employees Hoy and Misckl (2003). According to Keith Davis when an organization is healthy that the employees feel they are doing something useful and achieve a sense of personal development. They mostly love and accept a task which brings inner happiness. Many of the employees seek responsibility and opportunities for advancement and career success. Employees want to be listened to and be treated as valuable individual. They want to ensure that the organization really care for their needs and difficulties. Organizational health is divided to three levels, which are technical, administrative and institutional by Hoy, and it is also defined as seven overall behavior patterns and inside the organizational interactions, the dimensions are as follow: Hoy and Feldman (1987)

Institutional unity: is the organization's ability in adaption to the environment in a way that the educational programs unity, cohesion and integrity are maintained (Amini 105, 1380)

Manager's influence on superiors: organization's ability to influence on its superiors, encouraging them to pay more attention to the issues within the system, not to be dependent on a particular superior. . . All of which are keys to an effective leadership.

Respect: indicates respect, mutual trust, cooperation and support. Sincere regards to the staff as professional partners.

Structuring: the manager's behavior in identifying relations manager and working relationships with employees, job expectations and performance standards, structuring considerations, is of an important aspect of effective leadership performance. **Supporting resources and capabilities:** to provide essential materials in order to be effectively implemented in the organization to advance its goals, In this respect requests employee's requests are answered quickly.

Spirit: refers to the sense of community, government, openness and mutual trust between employees. One of the most important psychological - social phenomena of new era of to evaluate quality characteristics of human is to have full attention to the morale of employees. If managers could provide joy and satisfaction of employees properly by having correct and logical connections, they would realize the qualitative and psychological aspects of individuals. In a full spirit environment, staffs do their job with passion and love and they have a sense of pride in organization and themselves.

Academic emphasis: employees in the organization want to have academic superiority to the extent try to achieve it, and an organization that has high and achievable standards on the employee's performance won't spare any effort. Therefore, employees should believe in themselves and respond the expectations of organization. A Healthy organization, not only not will remain stable in its environment, but also in the long run is able to adequately be adapted to their environment, develop necessary skills for their survival and extend it. Hence, organizational health has great importance in the strategy and optimal performance of organization to advance its goals. So that many experts believe that the objectives of the organization is based on health and effective measures to promote professional behavior won't work without health organizations. Hajipour (1996) Research results have shown that there is a significant difference between organizational health of girls public schools and private schools in Tehran. Another finding of this study is that there is no difference between the institutional levels of these two types of high school, and there is difference between administrative and technical levels in these two schools Hajipour (1996). Mansouri (1997) in a research concluded that In terms of health, Isfahan secondary schools are at the intermediate level of seven dimensions of organizational health and health indicators. Results of Afshari research (2004) shows that there is no significant difference between the organizational health of girls public and private schools in technical level (morale and scientific emphasis) and in administrative level and its aspects (structuring, respect, support, resource and managers influence on superiors) and also there is no significant difference in the institutional level. Research results Shariati (2004) also shows that between public and private schools there are significant differences in terms of levels of organizational health. Also in public schools, morale with a mean of (4.42) is lower than the average level, but in compare to private schools influence of manager on the superiors has the highest rank. In consideration with a mean of (3.64), it's above average in compare to private schools. Also, in the structuring aspect (4.10), support resources (4.30), academic emphasis (4.10) and institutional (4.80) it has been lower than the average and it indicates that private schools have less organizational health in these dimensions in compare to the private schools. Research results of Ghodsi (2006) also showed that there is significant difference organizational between the organizational health of boys' high school and girls' high school in Sanandaj. The obtained results also show that there are significant difference s between boys' and girls' high school on Technical level and its dual aspects (morale and academic emphasis) on administrative level, except influence of manager on the superiors, in its other three dimensions (consideration, structuring and supporting resources) and on institutional unity. Girls' schools have higher organizational health. Nassiri (2012) had a research on the relationship between organizational health of Iran west universities and employees' mental health, he concluded that according to the Universities staff, the seven dimensions of organizational health is higher than average . Results of Ja'fari *et al* (2011) showed that among the dimensions of organizational health, the morale has the

highest average and support resources have the lowest average. The results of Pearson correlation showed that between organizational health and some of its aspects such as manager influence, supports, resources, academic emphasis and morale with organizational commitment was a significant relationship. But between other aspects of organization health, unity institutional, structuring and consideration with organizational commitment, there is no significant relationship.

Determining the extent of relationship between organizational health and productivity in Physical Education Organization is the title for a research which was done by Shabani Bahar and *et al* (2010). According to these results we can say that an organizational domain of Physical Education Organization in terms of health organization is at a high level. Bahrami (2012) in a research titled the relationship between decision-making methods and organizational health in the Educational Departments of Isfahan Medical Sciences University concluded that Organizational health is more than average, but the extent of unity institutional and manager influence are at the average level. Soleimani (2010) in a study entitled Evaluation of schools organizational health in Tehran Province according to Hoy and Feldman model showed that 1-according to the teachers, Organizational health of schools is at an appropriate level 2- in compare to other schools, High schools have lower organizational health level. 3- Private schools have better organizational health than public schools.

According to Hoy and Feldman findings (1996) organizational health is positively correlated with students' performance in school. The more a school environment is healthy, the higher students' achievement levels in mathematics and reading courses is. Hoy and Vlfolak (1990) did a research on the relationship between teachers efficacy and the organizational health of school, they studied the relationship between the two dimensions of teacher performance (individual and group) with aspects of a healthy school environment (institutional integrity, manager influence, compliance, structuring, resources supporting, morale, academic emphasis). The results show that the environment of a healthy school with a strong emphasis on scientific aspects and having an influential manager has a strong relationship with the performance of individuals and groups of teachers. Rasferm (1999) did a research study entitled (to study the relationship between participative management and organizational health) and concluded that Schools having a favorable structure for participative decision making provide more healthy environment than those schools lacking this facility Rasferm (1999). Dodek Schreiber (1995) in his study explains the relationship between organizational health and leadership Dodek Schreiber (1995). Janet (1995) in his research confirms correct leadership for the development of organizational health. Larkin (1994) in their study found that school can be successful by creating a healthy environment Larkin (1994). Ransom (1990) in a study entitled determining a research tool for collaborative management and organizational health concludes that a structure should be developed to systematically attract people cooperation at all levels. Finally, several studies have been conducted that show organizational health is related to variables such as effectiveness and working with people (Lando, 1998), innovation (Ash, 1992), stress levels (Thomas, 1991), progress and success ((McLean, 1988), efficiency (Hosley, 2005), academic achievement (Jaworowski, 2003), decision making methods (Roohi, 2000) and organizational commitment (Arvandi, 2002).

Understanding the Organizational Health will define and study many management variables, they are included as Technical level variables i.e. the morale and job satisfaction of employees working in the organization, Academic emphasis and training of staff, higher education standards and administrative variables i.e. the degree of managers influence on the behavior of employees and superiors, Leadership style both consideration and structuring dominions as well as the provision of supporting resources in the agency by managers. In addition to examining the organizational health, organization's ability to cope with its environment, and the unity, coherence and integrity of educational programs is also studied. According to what was said, now the question is to what extent the Ministry of Youth and Sports meet these characteristics? In other words, how much is the organizational health? In each of the seven components, how is the status of organization's health and how are they when comparing to each other? This study aims to assess organizational health of Youth and Sports Ministry to identify healthy and unhealthy components of the environment, and to reveal the realities of workplace and to bring up further applied research opportunities. Based on the foregoing discussion, research questions are as follows: How is the organizational health status of the Ministry of Youth and Sports? and Are there significant differences in terms of organizational health between the Ministry of Youth and Sports levels?

Methodology:

This research is done on the categories of functional and descriptive research and data collection is done on Descriptive methods (survey). The statistical populations responding to research questions all were experts working in the Ministry of Sport and Youth and hold at least hold associate degree, they were 400 people, according to Morgan, 200 individuals was estimated as the sample size, and they Were selected using stratified random sampling. 90 individuals were selected on the operational leves, 70 on the intermediate level and 40 on the high level of organization.

For data collection the Organizational Health Inventory (OHI) questionnaire has been used. This questionnaire evaluates seven dimensions of organizational health including institutional unity, manager

influence, consideration, structuring, resource supporting, morale and academic emphasis. The questionnaire consists of 44 items with five-point Likert scale. Content validity of the questionnaire has been certified by a number of Sports Management specialists. The reliability of the questionnaire using Cronbach alpha coefficient 0.88 were calculated. To analyze the data, mean indexes, standard deviation, frequency and inferential tests such as ratio test (binomial), one way Variance and LSD test were utilized.

Results:

According to above 90 individuals are female and 110 are male, 50 are between 21-30 years old, 100 are between 31-40 years old and 50 are between 41-50 years old. 1 person holds associate's degree and 150 bachelors, 35 masters, and 5 individuals hold PhD.

First question: How is the organizational health status of the Ministry of Youth and Sports?

Table 1: Statistical descriptions of organizational health in the research sample

Components	Number	Mena	Standard deviation	Minimum score	Maximum score	Theoretical mean
Institutional unity.	200	3.13	1.06	7	35	3
Manager Influence	200	3.08	1	5	25	3
consideration	200	3.03	1.06	5	25	3
Structuring	200	3.45	0.99	5	25	3
Sources Supporting	200	2.92	0.95	5	25	3
Morale	200	3.10	0.96	9	45	3
Academic emphasis	200	3.06	0.96	8	40	3
Organizational health	200	3.11	0.99	44	220	3

The above table shows that the minimum level for organizational health is 44 and the maximum level is 220. Descriptive hypothesis of this table suggests that the staff evaluated their workplace as appropriate in terms of organizational health dimensions. To test the hypothesis, ratio test or binomial test is utilized. The cut-off point for groups above and below is considered score 3 (theoretical mean).

Table 2: Summary of ratio test calculations to assess organizational health of total research samples

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
Organizational health	Group 1	≤ 3	48	0.24	0.5	0.000
	Group 2	> 3	152	0.76		
	Total		200	1.00		

As the table shows, all P-value is lower than 01/0, we are 99 percent confident that staff in all aspects of Organizational Health Organization (except the sources supporting) have evaluated the workplace at a high level.

Second question: Are there significant differences in terms of organizational health between the Ministry of Youth and Sports levels?

According to the scores obtained from the Questionnaire, the organizational health in high-level has 192 scores and middle-level is 175, in the operational level is 152, which show the appropriateness of organizational health on different levels of ministry.

Table 3: Summary of One way variance analysis

Sources of change	Square	Degrees of freedom	Mean square	F	Significant level
Intergroup	70.62	2	35.31	5.147	0.000
Within group	1352.11	197	6.86		
Sum	1422.73	199			

According to the calculated F and Significant level of 0.000, it can be stated that here is significant difference between the mean scores of organizational health with respect to different organizational levels, so to clarify the differences, the LSD test is used. LSD test results also suggest that the difference between high-level, intermediate-level and operational level of organization in terms of organizational health is significant but the difference between intermediate-level and operational level of organization is not significant.

Table 4: Summary results of LSD test

Organization level	Organization levels	The mean difference	Standard error	Significant level.
High	intermediate	-11.2623 *	1.77934	0.000
	operational	-12.0825 *	2.86867	0.000
intermediate	High	11.2623 *	1.77934	0.000
	operational	-0.8202	3.04494	0.788
operational	High	12.0825 *	2.86867	0.000
	intermediate	0.8202	3.04494	0.788

Discussion and conclusions:

In accordance with the findings of the research, staff assessed the Ministry organizational health at the appropriate level and among all organizational health dimensions, the status of all components (except the source supporting that is lower than average) are higher than average. The result of the study are consistent with the following researches Shabani Bahar (2010), Soleimani (2010) Nasiri (2011) and Bahrami (2012) and is inconsistent with the research results of Nazem (2010).

LSD test and Variance results suggest that there is significant difference between organizational health and different organizational levels, the results also show that the difference between high-level, intermediate-level and operational level of organization in terms of organizational health is significant but the difference between intermediate-level and operational level of organization is not significant.

Nazim results (2010) showed that there is significant difference between the organizational healths of Islamic Azad University in different areas. Ataei (1998) found that there is a relationship between organizational healths of managing teacher training centers with different managing experience. That is as the management experience is greater; the centers organizational health is more. Mirzajanzade (2001) also found that there is significant difference between consideration, structuring, morale and academic emphasis in public and private schools. Rouhi (2000) found that there are significant differences between the organizational health of girls and boys schools, they have higher organizational health in girls' school. There is significant difference on the structuring aspect of organizational health of private and public schools and organizational health level is higher in public schools but in other aspects there is no significant difference. Boukani (2005) and Mansouri (1997) and Mansouri (1997), found that there is significant difference between the organizational health of girls and boys schools, and girls school have higher organizational health. Shariati (1994) also found that there is a significant difference between the organizational health of public and private schools.

Due to great responsibility of the Ministry of Youth and Sports as trustee for sport in the Iran, its daunting task can be done in a good way in case of having a Healthy and dynamic environment and it should have suitable organizational health. Actually, an organization which has an appropriate organizational health, in such an organization, achieving objectives would happen better, staffs would have higher moral and acceptable facilities would be available. Managers' relationships are friendly with coworkers and managers act considerately and respectfully and they are not using official and strict rules. Organizations that are healthy enough, for the survival are able to achieve their human intentions and purpose, they can identify and remove barriers ahead, and they also have the flexibility. Various researches show that organizational health is related to variables such as effectiveness and cooperation with people (Lando, 1998), innovation (Ash, 1992), stress levels (Tomas, 1991), the progress and success (McLean, 1988), performance (Hösle, 2005), academic achievement (Jaworowski, 2003), decision methods (Rouhi, 2000) and organizational commitment (Arvandí, 2002).

According to the findings of current research, and to prevent loss of human and material capital and enhancement in quality of higher education it is recommended to have in-service training courses for managers, especially middle and operational managers to enhance organizational health and to improve different organizational levels of workplace environment in the Ministry of sport.

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