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The analysis of organizational health status in the management of Maskan bank branches in Zahedan

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ABSTRACT

Organizational health is a concept that is used for the performance of an organization in a changing environment. It identifies a process including the differences in workplace and employees of the organization. The present study is a descriptive survey type and it aims to analyze the organizational health status in Maskan Bank of Zahedan, for this end, the statistical population contains the entire employees of Maskan bank in Zahedan in 2014 which number was 81 people, and all of them, i.e. 81 people, were selected as the sample and questionnaires were distributed between them. Data collection tools in this study are library studies and questionnaires, and a research made questionnaire was used, the validity of questionnaire was confirmed by professors and experts, and the reliability of questionnaire was approved by Cronbach's alpha test, which was obtained equal to 0.87. To analyze the data, the inferential single-group t test was used and for this purpose SPSS software was used. The findings of study showed that organizational health status and its components are generally lower than the average and the authorities should take the organizational health domain into more consideration.

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INTRODUCTION

The current organizations, in order to survive even for a decade, must continuously change, but the change is not just enough. It must be based on the collection of appropriate data from external and internal environment and converting them into knowledge. According to [1], knowledge and organizational capabilities are forms of strategic assets that have enhance long-term goals of the organization in terms of competitiveness and environmental requirements and have the strategic application in dynamic environments. Convert the tacit knowledge into the official recorded knowledge (explicit), is one of the key objectives of knowledge management reducing the risk of losing valuable knowledge of the organization through employees' drop and reduction of the risk of losing the memory of organization while adjusting human resources [2] To be more coordinated with the environmental situations, managers must use the most modern technology and move towards the knowledge-based management, which may be considered as the consequences of a strong and positive culture and organizational health [3]. Nowadays organizations to increase the potency and build a health organizational climate require new knowledge and knowledge achievement requires a knowledge-based management in the organization. In fact, knowledge-based management is a way to empower employees as well as increase the efficiency, effectiveness and organizational health [4].

Organizational health is one of the most rational and obvious indicators of organizational effectiveness [5]. In a healthy organization, the managers have a fully friendly and supportive behavior with its employees, and they have unity in their programs. Employees are also more willing to stay and work in the organization and do their work more effectively [6].

Organizational health has positive effects on employees' performance through the improvement of working relations and the increase of employees' effectiveness. The members' talents can be identified through the

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organizational health by using which the organizational goals would be desirably achieved [7] organizational health does not only include the organization's ability to perform the duties effectively, but it includes the organization's ability for continuous growth and improvement. Observers in healthy organizations find committed and loyal employees with high morale and performance and open communication channels and high success [8].

Observers in healthy organizations find committed and loyal employees with high morale and performance and open communication channels and high success [9].

Organizational health by seven dimensions that includes interactions, behavioral pattern and interactions within the organization; the dimensions are as the following:

- ✓ Institutional integrity: the company's ability in compatibility with the environment in a way that maintains the integrity of its programs.
- ✓ Manager's influence: is the organization's ability in influencing their senior managers, encouraging them to pay more attention to the issues of organization and etc. that is considered as the effective leadership key.
- ✓ Consideration: indicates respect, mutual trust, cooperation and support, honest attention to employees.
- ✓ Structuring: is manager's behavior in determining working relations with employees, job expectations and performance standards that clearly defines work methods.
- ✓ Support resources: refers to the provision of basic work materials and stuff for employees to effectively carry out the duties.
- ✓ Morale: refers to the collective sense of friendliness, openness and trust between employees [10].

Considering the importance of organizational health on the banking industry, which causes the improvement of working relationships and the effectiveness within the organization, as well as its influence on the country's economy, since the country's economy is dependent on the banking industry, thus the organizational health can be studied, and in this research we intend to examine the organizational health status in Maskan bank of Zahedan.

Thompson's levels model in combining organizational attitudes and organizational health:

Thompson in 1967 coincided with the rise of the contingency model (Lawrence and Torch) using the distinctions that Parsons was placed on the organizational structuring and divided them into three levels of technical, managerial and institutional, in his famous book, *Organizations in Action*, has defined three organizational levels as the following:

1. A part of the organization which performs the production work and turns the incoming to outgoing, that is known as technical level.
2. A part of the organization that is responsible for the design and control of manufacturing system, prepares the incoming, sets the outgoing, provides and allocate the personnel, and is known as managerial level.
3. A part of the organization that relates it to the environment and determines its territory, specifies its boundaries and provides organizational legitimacy that is known as institutional level.

Thompson believes that each of the three organizational perspectives (rational and Open Systems) is appropriate to the managerial level and the perspective of open system is suitable for the institutional level. Therefore, it can be said that organizations, although they are natural and open systems, at the same time try to be rational too and organizational health requires the organization to block its level of technical and protect it as far as possible from the external uncertainties. Therefore in technical center we expect the rational system attitude to be applied more, in its extreme opposite side that is the final level the organization should not be closed to the environment but open. These levels should act based on the expectations and environment conditions or match with them, however open systems at this level are the most appropriate attitudes. The managerial level which is between the institutional and technical levels needs to relate the high institutional level with the relatively closed technical level together; to be done effectively it requires the flexibility associated with more work formality and political activities, that the natural system has been suggested by theorists. Moreover, these are managers whose position power is closely associated with the destiny of organization. So a healthy organization should be open to the environment at the institutional level, and be in accordance with it. At the technical level, it should consider the standards and emphasizes the task-based structuring and finally at the managerial level, since it's the manager's duty to communicate and coordinate the institutional level with the technical level, it should have the necessary power and influence on subordinates, and at the meantime give priority to the observance for its own growth [11].

Characteristics of a healthy organization:

Abbaszadeh expresses characteristics of an organization with healthy climate as the following:

- It is reliable on the exchange of information
- It has the ability and creativity to make the necessary changes based on the information obtained
- It has unity and commitment to the goals of the organization

- It provides internal support and freedom from fear and intimidation, because intimidation will threat damage a good and healthy relation, reduce flexibility and stimulate protecting itself instead of interest to the entire system [12].

Leiden and Klingel write about organizational health, organizational health is a relatively new concept and does not only include the organization's ability to effectively perform tasks but also includes the ability of the organization to grow and improve as well. Observers in organizations find committed and loyal employees with high morale and performance and open communication channels and high success and a healthy organization is where people want to stay and work and are proud of it, they are themselves useful and effective people [4].

The principles of healthy organizations:

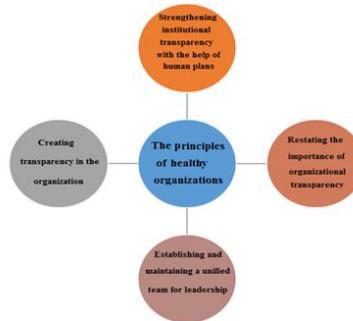


Fig. 1: the principles of a healthy organization. Source: [13].

The first principle: creating a unified team for leadership and maintaining the team:

Creating a unified team for the leadership of organization is the most important principle of the four principles, because it's the basis of other three principles realization. This principle is beyond the other ones since it requires interpersonal commitments of the members of management team and its leader. Source of the leadership unified team, is trust. Sign of trust is lack of politics, not having useless worry, and useless waste of energy. All managers are demanding such a team but the number of managers who can make it, is few, because they are unable to recognize the politics issues especially the most harmful ones. Politics is the result of not solving the problems at the highest level of organization and efforts to control the politics, without addressing the issues in management category, is useless.

The second principle: creating transparency in the organization:

The organizational transparency the appropriate does not just mean selecting appropriate words to describe mission, strategy, or values of the organization, but the purpose of it, is the agreement on the ideas of mission, strategy and values. Oral organization is an organization whose work is done with a kind of sense of unity. The organization mobilizes its resources, especially the human resources, on the way of common ideas, values, setting boundaries, goals and strategies and therefore it's benefiting from the "synergy" advantage.

The third principle: The frequent emphasis on the importance of transparency in the organization:

Healthy organizations mobilize their employees to create transparency in the organization. It is practical by sending important messages in the following form:

Restatement: "Do not be afraid to repeat a message over and over again. Simplicity: Know, the more complex message is the more possibility of confusion and turmoil will be. "Using types of media: "people get news in various forms, so they use types of media". Cascade connection: "the leaders directly forward important messages to their subordinates, they forward to their subordinates and similarly the cascade of information *wet all bodies*.

The fourth principle: strengthening organizational transparency with the help of human plans:

The organization that correctly uses the human plans, maintains its identity and the ability to orient, even in times of changing the direction, strengthening organizational transparency through human plans are done as the four following forms:

1. Performance management
2. Devise in hiring
3. Reward and appreciate
4. Dismissal of the employees [14].

The most important factors in creating and maintaining organizational health:

1. Ability to attract qualified manpower as graduates elite of universities that their willingness to be hired in the organization indicates a good mental image in the community.
2. Ability to attract financial resources, i.e. attract resources and investments of valid institutions.

3. Satisfaction of suppliers of materials, supplies and logistics enterprises, supplies and logistics centers and all needed goods and services providers derived from the performance of organization and their willingness to cooperate with the organization.
4. Sensitive recipients of information, the indicator is on the power of communication and networking of organization [11].

Literature Review:

Heidari *et al* in conducted a study titled as "investigating the organizational health status of boys and girls high schools in Kurdistan province from the perspective of teachers" and achieved the following results:

- Higher levels of organizational health of girls high schools than boys high schools
- The lower rate of organizational health of high schools in Kurdistan province than the average
- The absence of significant difference in the organizational health of high schools in different cities of Kurdistan province [15].

Soleimani in a study titled as "evaluating the organizational health of schools in cities in Tehran province based on Hoy and Feldman model" achieved the following results:

- ✓ Organizational health of schools in teachers' opinion is at an appropriate range.
- ✓ High schools are having the lowest organizational health than the other schools.
- ✓ Non-profit schools are having the highest organizational health than the public schools.
- ✓ Girls' schools are having higher organizational health than boys' schools.
- ✓ There is significant difference between the cities of province in terms of the schools organizational health
- ✓ Female teachers have been evaluated healthier than male teachers [16].

"Examining the relationship between social capital and organizational health in Tamin Ejtemaee hospital in Zahedan" is the research title that has been conducted by Nekhat in 2014. To test the hypotheses of this research the descriptive and inferential tests (Pearson and Spearman) and a single group T test have been used using the SPSS software. The findings of this study suggest that there is a significant relationship between social capital and its components with organizational health, which means social capital improves the organizational health.

Research Questions:

The main question: how is the employees' organizational health status in Maskan Bank of Zahedan?

The first sub-question: how is the component status of employees' morale in Maskan Bank of Zahedan?

The second sub-question: how is the component status of employees' observance in Maskan Bank of Zahedan?

The third sub-question: how is the component status of structuring employees in Maskan Bank of Zahedan?

The fourth sub-question: how is the component status of support employees' resources in Maskan Bank of Zahedan?

The fifth sub-question: how is the component status of manger's influence in Maskan Bank employees of Zahedan?

The sixth sub-question: how is the component status of employees' institutional integrity in Maskan Bank employees of Zahedan?

Research Method:

This is a descriptive and correlation type article. In this study of the number of 81 management employees of Bank Maskan in Zahedan that were studied as the research community, 81 people were selected through census sampling. The method of questionnaire distribution and data collection method is simple random, because each of employees can have a chance of being selected. To collect data, a research made questionnaire consisting of fifty 5-point questions has been used and a few questions have been designed for each of the components of organizational health. The points limit is from 1 to 5. Its validity has been confirmed through various studies and opinions of professors and researchers; moreover, its reliability is equal to 87.4 per cent by calculating the Cronbach's alpha, that the alpha calculated for the questionnaire indicates its strong reliability. To analyze the data, descriptive statistics such as the mean, as well as inferential statistics such as the single group t-test have been used. To do this, SPSS version 18 was used.

Research Findings:

The main question: how is the employees' organizational health status of Maskan Bank in Zahedan?

Table 1: Results of t-test for organizational health.

Significance level	Value of t statistic	Statistical mean	Standard deviation	Observed mean	Variable
**0.000	6.12	3	0.47	2.84	Organizational health

** It's significant in level of 99%

According to the results in Table 1, the mean obtained for the organizational health in Maskan Bank of Zahedan is equal to 2.84 and the standard deviation is 0.47, and since the observed mean is less than the expected mean (3), with 99 percent confidence, we conclude that the employees' organizational health of Maskan bank is lower than the average.

The sub-question: how is the components status of employees' organizational health of Maskan Bank in Zahedan?

Table 2: The results of t-test for the components of organizational health.

Significance level	Value of t statistic	Statistical mean	Standard deviation	The observed mean	Components of organizational health
**0.000	6.12	3	0.48	2.81	Moral
**0.000	5.23	3	0.79	2.73	Observance
**0.002	0.63	3	0.68	2.95	Structuring
**0.000	5.36	3	0.92	2.80	Support resources
**0.000	4.93	3	0.58	2.92	Managers' influence
**0.000	6.32	3	0.53	2.79	Institutional integrity

** It's significant in level of 99%

* It's significant in level of 95%

According to Table (2) which shows the results of the t-test of organizational health components in Maskan Bank, the subsidiary questions could be answered as the following:

1. The mean obtained for the component of morale is 2.81, with the standard deviation of 0.48 that is lower than the expected mean (3), so with 99 per cent confidence we can say that the employees' morale in Maskan Bank is less than the average.
2. The mean obtained for the component of observance is 2.73 with the standard deviation of 0.79 that is lower than the expected mean (3), so with 99 per cent confidence we can say that the employees' observance in Maskan Bank is less than the average.
3. The mean obtained for the component of structuring is 2.95 with the standard deviation of 0.63 that is nearly equal to the expected mean (3), so with 99 per cent confidence we can say that the employees' structuring in Maskan Bank is about the same as the average.
4. The mean obtained for the component of support resources is 2.80 with the standard deviation of 0.92 that is lower than the expected mean (3), so with 99 per cent confidence we can say that the employees' support resources in Maskan Bank is less than the average.
5. The mean obtained for the component of manager's influence is 2.92 with the standard deviation of 0.58 that is nearly equal to expected mean (3), so with 99 per cent confidence we can say that the employees' support resources in Maskan Bank is about the same as the average.
6. The mean obtained for the component of institutional integrity is 2.80 with the standard deviation of 0.92 that is lower than the expected mean (3), so with 99 per cent confidence we can say that the employees' institutional integrity in Maskan Bank is less than the average.

Conclusions and recommendations:

Today the organizational health refers to the survival and durability of organization in its environment and adapting to it and promotion and expansion of its ability to more compromise. Organizational health influences organizations and employees' participation, performance and productivity. This research has been conducted with the aim of assessing the organizational health status in Maskan Bank of Zahedan from the perspectives of employees. The results of this study showed that the organizational health is lower than the average (3). Perhaps, as it's clear from the attributes of unhealthy organizations, it is resulting from the lack of attention to personal goals of individuals, as well as the lack of open communication channels. At the bank, people to solve the problems and make decisions should take action through the officials and they may not having the necessary freedom of action, its maybe because of the bureaucracy governing today's organizations that limits the organization activities have only taken place within the specified rules and regulations and it seems that the people's ideas will not be taken part in times of solving problems and decision making and this could be due to the lack of interest and willingness of people to participate, leading to individuals' demoralization, and as a result the organizational health would be weakened and also the organization's guidelines and policies that specify individuals' performance and their standards of practice, have not sufficient flexibility which may be another reason that has made the Bank organizational health weakened. Also criticism and opinions for the improvement of work and activities of the organization are not recommended by people in the bank and it may be due to the lack of support necessary and sufficient resources for the individuals' proposals, as well as the lack of necessary facilities for the implementation of them, it may be resulted from the individuals lack of morale in the organization as well.

The findings also show that the components status of institutional integrity, manager's influence, support resources, observance, academic emphasis and morale lower than the average (3), perhaps the reason is that the bureaucracy governing the organization does not allow to leverage the manager's influence on its superior and

the manager has not the necessary independence in its thought and action and there is no relationship along with cooperation and sufficient mutual trust, the organization individuals may be also not equipped with necessary and sufficient stuff and supplies to advance the educational goals. According to the research findings, the following recommendations can be given:

The organization can, providing the conditions, encourage its employees to participate in solving the problems of the organization and, giving the opportunities, provides them with the condition to present their recommendations on the progress of work and activities of the Bank through which it can increase the sense of their belonging to the organization and strengthens the morale and collaboration in the organization. Furthermore, it's suggested, with a flexible management and leadership in the organization and adopting it with situations and environmental changes, to move the Bank in order to be healthy. Also try to solve and consider the problems which more include the issues in removing barriers of individual needs and human relations among the people in organizations.

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