

# Survey on organizational health in Masjed Soleyman hospitals: 2011

Mohammad Khammarnia<sup>1\*</sup>, Mansour Zahiri<sup>2</sup>, Masome Bagheri<sup>3</sup>

1, 3- Department of Public Health, Health Promotion Research Centre and of School Health, Zahedan Academic University of Medical Sciences Mashahir Square, Zahedan, Iran.

2- Department of Health Services Management, School of Health, Ahvaz Jundishapur University of Medical Sciences, Ahvaz, Iran.

\*Corresponding author:  
Mohammad Khammarnia;  
Department of Public Health,  
Health Promotion Research Centre  
and of School Health, Zahedan  
Academic University of Medical  
Sciences Mashahir Square,  
Zahedan, Iran  
Tel: +98 9364987158  
Email:  
m\_khammar1985@yahoo.com

## Abstract

**background:** Organizational health is a new concept in organizations that includes the organizations ability to perform their duties effectively. Today organizations especially hospitals, should have a high organizational health to increase productivity. This study reviewed organizational health in Masjed Soleiman's hospitals. **Methods:** This cross - sectional study was conducted in Masjed Soleiman's hospitals. The study sample consisted of 22 hospital Medical staff that included the total Statistical population. For data collection Parsons Model was used which is a standardized questionnaire. SPSS statistical tests such as Spearman correlation coefficient and descriptive statistics were used to analyze collected data.

**Results:** The findings showed that 60 percent of the samples were women and most of them held an associate degree. Studied Hospitals also had the middle level of organizational health (109 and 110) and organizational health had significant interface with age ( $p\_value = 0 / 021$ ) and the employees education ( $p\_value = 0 / 048$ ).

**Conclusion:** The study showed that hospitals have middle levels of organizational health, therefore, considering the importance of organizational health to increase productivity, hospital managers should try to promote organizational health to provide better quality service for the community.

**Keywords:** organizational health, organizational health dimension, hospital.

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## Introduction

motivation, open communication and high success. In a healthy organization, employees like to come to the organization and are proud of being in that. Moreover, they are working for the benefit and advancement of the organization. In addition, goals are clear for majority of the staff and all works is done toward goals; Employees have sense of belonging to the organization and are interested in presenting their views on problems and solutions. In this organization, staff may cooperate to resolve the problems informally and without official title (8). According to experts view, in a healthy organization employees feel they are doing something useful. (9). OH also bode beyond the short-term effectiveness of the organization, by referring to relatively enduring organization features. Therefore, a healthy organization is not only permanent in its environment but also able to adapt to the environment in long time, by creating the necessary skills to survive and continue to develop (10). Hospital is an important organization which serves in health system (11) and has a special situation as one of the most important units of providing health care, education and research (12). Moreover, human resource is the most important source in health care system because human resource uses health technologies and provision of services to improve the health community. Attention to human resource in health centers is a priority of policy makers to promote organizational health and quality of health services (13). Furthermore, hospitals must have the necessary organizational health, like any other organization, for achieving the desired objectives and maintaing their own survival. The aim of this

Organizational health (OH) is a new and important issue that is being introduced in organizations today. OH is the organization ability to maintain and improve the ability to survive and adapt with the environment (1). A Healthy organization is the organization that is able to continue its life purposes and achieve objectives; identify obstacles encountered in achieving the goals and overcome this barriers (2). Clark believed that a healthy organization is innovative and compatible, has high capacity to withstand internal and external crises and has ability to develop (3). Leyden as one of the experts in organization and management believed that OH is a new topic which includes the organization ability to perform their duties effectively and the development and improvement of the organization (4). Organizational health is a structure that is influenced by many factors and can be effective to achieve organizational goals; this structure leads to effectiveness and efficiency of the organization and promote the profitability (5). Miles (1965), as the prominent theorist, had defined organizational health for change and innovation in schools. Then, other authors, including Kimpston and Sonnabend (1973), Cicchelli (1983) and Clark (1975) tried to follow-up and complete the concepts, framework of OH and had created a tool for measuring and evaluating (6). Hoy as one of the leading researchers in organizational health believed that OH is divided into seven dimensions including: institutional integration, consideration, influence principal, resource support, initiating structure, academic emphasis and morale (7). The employees in organizations with high OH level have characteristics such as serious, commitment,

Accordingly, a hospital OH was considered 'very much healthy' if the total score was calculated to be between 170 to 220. If the total score was between 132 to 169, the organization was considered as 'highly healthy'. Furthermore, if the score was between 88 to 131, the organization was just considered 'healthy'. However, the organization was 'unhealthy' if the total score was measured to be between 44 to 87. The final version of the questionnaire was tested for validity and reliability using conventional methods including the professionals' advice and Cronbach's alpha (0.88) (14). Statistical data was analyzed using SPSS version 16. Person correlation test was used to determine the correlation between variables and used descriptive Statistics which included frequency tables.

### Results

In this study, 202 subjects had participated (90 subjects in Shafa hospital and 112 subjects in 22 Bahman) which most respondents were female (60 %) and remaining (40 percent) were male. The average of ages were 37 and 30 in Shafa and 22Bahmanrespectively, moreover, most respondents had an associate degree. The results showed that the score of Shafa hospital was 110 and according to hospital-based ratings was moderate healthy. In addition, 22Bahman Hospital with a score of 109 was moderate in organizational health. Table 1 shows the demographic characteristics of the respondents for each hospital.

study was to survey on organizational health in Masjed Suleiman's hospitals.

### Methods and materials

An explanatory research design was used in 2012. The study population consisted of two hospitals of Masjed Soleiman (Shafa and 22 Bahman). The study sample size included all medical personnel of two hospitals which used census method. The pre-constructed Parsons' model was adapted to assist with the construction of the questionnaire, aiming at measuring the organizational health. The questionnaire includes two parts: demographic (e.g. age, gender, working experience, marital status, employment type and job category) and other specific questions about organizational health of hospitals. The specific questions were determined according to the study objectives (44 questions). They include three parts (such as technical, administrative and institutional) which are categorized in seven dimensions of institutional integrity, principal influence, consideration, initiating structure, resource support, morale and academic emphasis. Likert scale questions were applied to collect the data (always, often, sometimes, rarely and never). The questions of questionnaire included: 1- 7 about Institutional Integration , 8-12 about Influence Principal, 13-17 Consideration, 18-22 Initiating Structure, 23-27 Resource Support, 28- 36 Morale and 37- 44 Academic Emphasis. In this questionnaire, the questions number 2- 7, 12 and 30 were scored reversely.

**Table 1: Demographic data of the study**

variables Hospital	gender		age	education				Job experience				
	male	female	Age average	Associate degree	bachelor	M.S c.	Ph.D .	5>	- 5 10	10 15-	15 - 20	< 20
22Bahman	34	78	30	72	72	2	1	50	21	22	9	10
Shafa	48	42	37	61	22	1	6	39	27	14	9	1

**Table 2: scores of organizational health dimensions in the hospitals**

OH dimensions	Shafa hospital score	22 Bahman hospital score	Criteria score
Institutional Integration	17.6	16.5	17.5
Influence Principal	16.1	15.9	12.5
Consideration	14.9	14.8	12.5
Initiating Structure	17.4	16.6	12.5
Resource Support	13.7	12.9	12.5
Morale	27.1	29.3	22.5
Academic Emphasis	23.2	22.9	20

Hospitals' score were above the mean in all aspects of organizational health (TABLE 2). In addition, the Shafa score was higher than the other hospital in all dimensions except the spirit dimension. Moreover, there was a correlation between OH and respondents' age ( $P_v = 0/021$ ) and education ( $P_v = 0/048$ ).

### Discussion

According to the importance of organizational health especially in hospital environment as a service organization and on the other hand, lack of studies in this field, implementation of this study was necessary in the health system. Results showed that Hospitals in terms of organizational health were in moderate level. Nazem in the study (2010) concluded that AZAD university with 87 score was in medium level of OH (9). Tamiminejad believed that Shiraz University and Shiraz University of

Medical Sciences had been at intermediate level (15). However, Barati in his study showed that Tehran hospitals were highly healthy' (5). Therefore, the hospitals in this study have a lower health status than Tehran hospitals because Tehran hospitals had better facilities, conditions and more staff versus masjed soleman hospitals. So, Forasmuch as hospital is an important organization in community, good organizational health is critical. It is needed that hospital managers improve their organizational health. In a study conducted in Turkey, Sabansi showed that the OH score of the school was in a high level (16). Other studies also stated that survived centers had high levels of OH (17, 18, 19). Given the importance and so much sensitivity affaires in the hospitals, there is need to provide an environment with high OH.

OH dimension scores of these hospitals were higher than average

versus the previous studies (9). This shows that hospitals should have high health as an important organization for providing good quality services to the community. The study did not find a relationship between organizational health and gender, Azizi in order to confirm this finding showed that there was no significant difference among teachers' gender and organizational health, (19). However, Mohammadi concluded that there was significant difference between organizational health and gender in high schools (20). Therefore, the present study is consistent with Azizi research. The participants' gender was equal and two groups emphasized on higher OH in hospitals.

The findings also showed a positive significant correlation between age and OH, so that with the increasing age, OH score increased too. Azizi's findings confirm this issue. He argues that the elder's teacher assessment OH rate is higher than other teachers (19). Therefore, with increasing personnels' age, hospital's organizational health score becomes higher which, was confirmed in previous studies. In addition, in this study, there was no relationship between job and organizational health. However, Jadidi believed that there was a significant difference between the views of teachers with different experience and organizational health (10). Ansari concluded that older participants evaluated their organization as highly healthy versus those respondents with lower job experience (21). Therefore, in this section, the present study is inconsistent with previous studies because all staff confirmed importance of OH in hospitals (new and experienced personnel).

Further, in this study, there was a positive significant correlation between education and OH so that with increasing education,

respondents' organizational health scores increased. However, this correlation was not found in the previous studies (21,19). There are personnel with different levels of education in hospital, who have higher education which emphasized more on OH than achieving organizational goals.

Shafa hospital had higher OH score in all dimensions versus 22 Bahman except spirit dimension and this shows the better condition in Shafa hospital. Perhaps this can be explained that Shafa hospital affiliated with the social security organization and has better conditions than the 22 Bahman Hospital which is a public hospital.

Overall, the results of the other studies indicated that higher OH in organizations lead to better performance (5, 16, 17). Increasing organizational health in hospitals causes promotion quality of services. In addition, Snider concluded that high OH had positive correlation with organizational effectiveness (8). Therefore, previous studies same as the present study confirmed the importance of OH on achieving organizational goals.

Limitation is inevitable in studies. In this study two limitations were included: first, some respondents were conservative to complete the questionnaire. Second, Lack of previous studies in the field of OH in the health system. To overcome the first limitation; clarifications were described regarding the confidential and anonymous nature of the questionnaires. For the second limitation external studies from other countries were used.

### **Conclusions**

This study found that the hospitals of Masjed Soleyman had moderate level of OH. Based on the importance of hospitals in health system, the Hospital

managers need to offer specific programs and will implement strategies to improve organizational health. According to the findings it is suggested that: First, the system managers pay more attention to issues of organizational health and second, to promotes organizational health and improve work environment through training courses and workshops for hospital personnel and supervisors. Moreover, to enhance the OH in hospitals by recruit's higher education levels staff. In addition, to improve the organizational health should be open to suggestions and criticism of employees and clients, supplement the information, materials and equipment for staff. Also personnel should believe that they have the ability to develop their work and effort and can improve their work through hard work

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