



# Investigate the Organizational factors affecting staff organizational health of Omidiyeh-Aghajari Oil Company

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## ABSTRACT

**Objective:** Organizational health includes the organization's ability to grow and improve constantly. This study aims to explore the organizational health status and identify the factors affecting it, investigated the staff of Omidiyeh-Aghajari Oil Company. **Methodology:** The research method was survey. Organizational health standard questionnaire and researcher made questionnaire (organizational factors) are research tools. The samples of this study, were all employees of Omidiyeh- Aghajari Oil Company who were 4008 people. Of these, according to Cochran formula 278 employees were selected as sample size. **Results:** Hypotheses were analyzed using SPSS software. And to prove the hypotheses, Pearson correlation and regression were used. Also to determine the coefficient of determination for each of the independent variables on dependent variables path analysis was used. Hypotheses test showed that there is a significant positive relationship between the variables job security, role clarity, organizational participation and job satisfaction with the dependent variable organizational health. **Conclusion:** Based on the standard values of beta it can be judged that the variables job satisfaction, role clarity, organizational participation and job security, have respectively the highest to the lowest power to predict organizational health.

## 1. Introduction

Today, organizations are thought as organisms that have an identity independent from its members (Soltan Husseini and Mousavi, 2012).

Organizational health is not only included the organization's ability to perform duties effectively, but also the organization's ability to grow and improve continuously. A healthy organization is where people want to stay there, work, pride in it and they are useful and effective individuals (Lynden and Kingle, 2000).

Organizational health refers to a situation beyond organizational effectiveness in the short term and refers to a set of organizational characteristics relatively enduring (Mirkamali and Maleki Nia, 2008).

A healthy organization is where meets the two main categories of instrumental needs of compliance and realizing the objective and social unity and normative integration expression and its technical, administrative and institutional levels act in harmony and consistent (Hui and Mycksel, 2005).

Organizational health is influenced by many factors and variables, among the most important factors influencing staff organizational health is organizational factors that employees at their workplace, are directly associated with it; among these factors leadership style of managers, a sense of job security of employee, employee job satisfaction and role clarity can be noted. When employees are involved in corporate affairs by director, their job satisfaction becomes more and consequently they interested in their jobs, these factors will hierarchically strengthen the sense of job security in the employees and finally helps them to achieve desirable organizational health in the organization.

This study sought to answer the following questions:

- Staff organizational health of Omidiyeh-Aghajari Oil Company in relation with organizational factors is how much?
- How is the oil company's organizational health at different levels?

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Probably understand the state of health of an organization such as Oil Company can help us in selecting appropriate management and leadership methods for its effectiveness. According to the studies conducted, so far in any study delves into understanding the organizational factors affecting staff organizational health of Omidyeh-Aghajari Oil Company has not been addressed. Thus, this study intends to study the organizational health status of staff and understanding the organizational factors affecting it.

## **2. Materials and methods**

### **2.1 The literature**

#### **2.1.1 Organization health**

According to Talcott Parsons, all social systems for their survival and growth and development required to solve four main problems of compliance, to reach the target, integrity and latency. Organizational health is the organization's ability to survive and cope with the environment and improve these abilities.

#### **2.1.2 Job security**

Other factor affecting the staff Social joy is job security variable that is a sense of job security. In this way that the person is not concerned about dismissal from his job and has a stable job status. Attention to the needs of employees, not failure to provide an environment that is responsive to the needs of employees.

#### **2.1.3 Role Clarity**

This variable is derived from the Collins's theories, that is, the specified expectations and obligations for actors in the context of social relationships, and in other words, the specified occupational norms. In this way that, the work program of employed person in the organization be explained clearly in terms of his executive roles.

#### **2.1.4 Sense of organizational participation**

Participation means cooperation, participation in a work or affair or activity and the presence in a collectivity, group and organization to discuss and decide either active or inactive in which the person's role and responsibility has not been defined and determined.

#### **2.1.5 Organizational Health History**

Matthew Miles is the first theorist of organizational health. The term organizational health was proposed first by Miles in 1969 to study the organizational climate.

#### **2.1.6 Previous studies**

It must be acknowledged that this study about organizational health, has emphasized on the use of studies in this field.

#### **2.1.7 Internal researches**

- Iranzadeh et al. (2013) in a study determined the relationship between organizational health and productivity of the employees of Islamic Azad University of Tabriz. The research method is descriptive and correlational and in terms of purpose is applied. The population of this study included Tabriz Islamic Azad University staff numbers 745 people. The study sampling method was stratified random which is calculated 254 persons through Morgan's sampling table. Data collection tools included two questionnaires of productivity and organizational health. For assessment of different dimensions of organizational health, according to Parsons, include: institutional integration, Manager's influence, consideration, Structuring, support of resources, spirit and academic emphasis with the environment. The results of the data analysis shows that the productivity of the staff of Islamic Azad University of Tabriz was moderate to high, and on other words, is rather favorable, but the organizational health of the Islamic Azad University of Tabriz, is lower than average and in other words, is undesirable.

- Nasiri Veliky Bani (2012) in a study concluded that the seven dimensions of organizational health from the perspective of staff of the Universities in the West of the country is higher than average, but the staff are in borderline in terms of public health. Also there is no relationship between public health and organizational health of staff, (Nasiri Veliky Bani., 2012).

- Soltan Husseini and Mousavi (2012) in a study investigated organizational health research with its ten components in the form of a researcher made questionnaire and it was found that there is a significant positive correlation between knowledge management and organizational health of staff of Department of Physical Education and Sports Bureau in Isfahan. Similarly, a significant positive correlation was shown between knowledge socialization, knowledge internalization, knowledge externalization and knowledge combination with some components of organizational health (Soltan Husseini and Mousavi, 2012).

- Sharifi and Agassi (2010) in a study entitled investigate the relationship between managers' performance with organizational health investigated the effect of managers' performance on organizational health among employees and managers of Iran's Islamic Republic News Agency. The results showed a significant correlation between any of the components of managers' performance and organizational health. The managers' performance in the field of communicational duties and decision-making is above average. But in the context of Informational tasks is moderate.

- Shariatmadari (2010) in a study entitled The relationship between organizational health and effectiveness of school managers in Tehran showed that there is a significant relationship among all dimensions of organizational health (structuring, consideration, support of resources, spirit, scientific emphasis and institutional integration) and effectiveness.

### **2.1.8 Foreign researches**

The first foreign researches on various indicators and aspects of organizational health of educational institutions were conducted by Kimpston & Sonnabend.

- Likata and Harper (2001) in their article investigated the relationship between organizational health and ability of school. Regression analysis indicated a significant positive correlation between perception of teachers of organizational health and vigor of school. When a school is healthy and strong, the realization of its academic emphasis is added.

- Robbins (2008) has designed organizational health inventory and has produced numerous articles on measuring it. The scale of "Dota" has addressed to the eleven indicators of organizational health and found that there is a significant relationship between organizational health and general health of staff. The results indicate that among the eleven indicators, four of them explained the most changes of public health: obligation, environmental awareness, creativity and physical health. "Dota" also found that organizational health indicators is reduced in the five factors: pleasure to deal with factors of play a role, complacency in the face of the organization, opportunities for problem solving, organizational development evaluation and awareness of environmental tasks.

- Walsh et al. (2009) in a study that conducted among university staff offered a model of job commitment which specified multivariate communications among organizational commitment, job bumps, group link at work, job involvement and work ethic. One of the results of this study was that there is a significant relationship between work ethic and organizational commitment.

- Research of Argyris (1950) on a factory apparently healthy show that traditional indicators of Organizational Health such as (low displacement, low absenteeism, sufficient production, high fidelity, positive feelings of staff about the management and vice versa) may not provide a perfect base to identify the factory as a healthy system. In his articles and books he developed a theoretical basis for understanding people who are healthy psychologically, and conducted a research to show that these people may too much, not least, show behaviors such as absenteeism and turnover. His theoretical models accepted it as a principle that, people who are psychologically mature tend to relative independence, responsibility, participation in activities, follow the creative challenging work, higher good luck, to be active and apply most of their abilities. In his view, rather than being healthy, the studied factory showed that its management system promotes alienation or lack of psychological growth of staff.

### **2.1.9 The theoretical framework of research**

Hoy and Feldman (1987) have studied organizational health dimensions or set of organizational characteristics and factors in seven dimensions are as follows:

- Scientific emphasis: refers to the organization's emphasize to promote the staff's level of expertise and technical skills.
- Spirit: refers to the sense of confidence, trust, empathy and friendship that exists between staff.
- Supporting Resources: refers to an organization that has the necessary materials and tools and adequate and even additional equipment and these materials and equipment are readily achievable.
- Structuring: refers to the behavior of the manager that is work-oriented and goal-oriented.
- Consideration: is a behavior that shows the manager as friend, supporter and collaborator of staff. Such manager pays attention to the results of the staff and is receptive to their suggestions.
- Manager influence: refers to the ability of manager to practical effect on his elite. Influential Director encourages and through influence on thought and action of the local director of education can effectively work with him.
- Institutional integration: is the organization's ability to adapt to the environment and compromise with methods that preserve the health of education program and be protected against unreasonable demand of its references and the environment.
- Institutional integration: the organization's ability to adapt to the environment and compromise with methods that preserve the health education program and its references and the environment be protected against unreasonable demand.

## **2.2 Research purposes**

### **2.2.1 The overall objective**

- The study of organizational health of employees of Omidiyeh-Aghajari Oil Company.

### **2.2.2 Partial objectives**

- Understanding the relationship between participation style of managers and organizational health of employees of Omidiyeh-Aghajari Oil Company;
- Determining the relationship between staff job security and organizational health of employees of Omidiyeh-Aghajari Oil Company;
- Determining the relationship between organizational role clarity and organizational health of employees of Omidiyeh-Aghajari Oil Company;
- Determining the relationship between staff job satisfaction and organizational health of employees of Omidiyeh-Aghajari Oil Company;

## **2.3 Hypotheses**

### **2.3.1 The main hypothesis**

- There is a significant relationship between organizational factors and organizational health of employees of Omidiyeh-Aghajari Oil Company.

### **2.3.2 Sub-Hypotheses**

- There is a significant relationship between participation style of managers and organizational health of employees of Omidiyeh-Aghajari Oil Company.
- There is a significant relationship between job security and organizational health of employees of Omidiyeh-Aghajari Oil Company.
- There is a significant relationship between role clarity and organizational health of employees of Omidiyeh-Aghajari Oil Company.
- There is a significant relationship between job satisfaction and organizational health of employees of Omidiyeh-Aghajari Oil Company.

#### 2.4 Research methodology

This study in terms of purpose is Descriptive- correlation and in terms of the method of implementation due to lack of manipulation of variables and study them in the present situation, is descriptive-survey. In this study library and survey research were used. To collect the data, Organizational Health Inventory (OHI) has been used. The questionnaire measures seven dimensions of organizational health: institutional integrity, manager influence, consideration, structuring, resource support, moral and scientific emphasis. The questionnaire included 44 items.

#### 2.5 The population, sample size and sampling methods

In this study population included all employees of Omidiyeh-Aghajari Oil Company with the number of 4008 people in 1394 that based on the Cochran formula 384 people was estimated as the research sample size. Sampling method was stratified random.

#### 2.6 Questionnaire reliability

In this study, Cronbach's alpha coefficient was used to measure the reliability of the questionnaire which is 0/86.

#### 2.7 Information Analysis method

The findings were analyzed by using software SPSS version 18 on two scales. 1. Descriptive and 2. Inferential

Descriptive information tests the hypothesis using descriptive statistics (frequency, percentage, mean and standard deviation) and two-dimensional tables, depending on the type of range of variables by inferential statistics (Pearson correlation, regression and path analysis).

### 3. Discussion and results

#### 3.1 Descriptive results

Age: The average age of employees is 35.6 years, minimum age is 22 and maximum is 60 years. 34/2 percent (132 people) of respondents are between 21 and 30 years of age, 40/7 percent (157 people) between 31 and 40 years, 18.4 percent (74 people) between 41 to 50 years, 5/4% (21 people) between 51 and 60 years. 1/3% (5 people) have not mentioned their age.

Gender: data from the frequently distribution of Gender of employees revealed that 91/4 percent of the respondents were male and 8/6 percent were women.

Education: frequently distribution of respondents indicated that 0/7 of respondents had the elementary sixth degree. 4 people had cycle degree, 14/7 percent of respondents were Diploma and 16/5 percent Advanced Diploma and 56/2 percent bachelor, and 4/3 percent had master's degree 0/7 percent had PhD.

Organizational health: organizational health mean is equal to 3/8, among the respondents 0.8% have expressed their health very low, 6.9 percent low, 21.1 percent somewhat, 52/9 percent high and 18/3 percent very high.

**Table 1. Table of respondents' attitudes to organizational health items**

The mean (range 1-5)	sum	very high	High	somewhat	low	very low		
3/8	384	66	191	89	35	3	Frequency	organizational health
	100	17/3	49/9	23/1	9/7	0/8	Percentage	

Organizational health mean is equal to 3/8, among the respondents 0.8% have expressed their health very low, 6.9 percent low, 21.1 percent somewhat, 52/9 percent high and 18/3 percent very high.

#### 3.1.1 Inferential statistics

Hypothesis 1. There is a significant relationship between participation style of managers and organizational health of employees of Omidiyeh-Aghajari Oil Company.

**Table 2. Table of Correlation between organizational health and organizational participation**

organizational health and organizational participation	
0/328	Pearson correlation
0/000	Significant level
384	Number

Pearson correlation was used to test this hypothesis. The results of the test showed that between organizational health and organizational participation there is a positive correlation equal to 0/328. As significant level shows this correlation is acceptable at the 99% confidence level. So by increasing the organizational partnerships, organizational health increases too. Therefore, this hypothesis is accepted.

The research of Mirkamali and Maleki Nia (2008) support this hypothesis who investigated the relationship between employee involvement and organizational health in Government high schools for boys in Tehran. The results show that there is a significant positive correlation between employee involvement and organizational health in Government high schools for boys in Tehran.

Hypothesis 2. There is a significant relationship between job security and organizational health of employees of Omidiyeh-Aghajari Oil Company.

**Table 3. Table of Correlation between organizational health and job security**

organizational health and job security	
0/482	<b>Pearson correlation</b>
0/001	<b>Significant level</b>
384	<b>Number</b>

Pearson correlation was used to test this hypothesis. The results of the test showed that between organizational health and job security there is a positive correlation equal to 0/482. As significant level shows this correlation is acceptable at the 99% confidence level. So by increasing the job security, organizational health increases too. Therefore, this hypothesis is accepted. This hypothesis does not have supportive research and the hypothesis was made by the investigator based on theories of organizational health.

Hypothesis 3. There is a significant relationship between role clarity and organizational health of employees of Omidiyeh-Aghajari Oil Company.

**Table 4. Table of correlation between organizational health and role clarity**

organizational health and role clarity	
0/560	<b>Pearson correlation</b>
0/000	<b>Significant level</b>
384	<b>Number</b>

Pearson correlation was used to test this hypothesis. The results of the test showed that between organizational health and role clarity there is a positive correlation equal to 0/560. As significant level shows this correlation is acceptable at the 99% confidence level. So by increasing the role clarity, organizational health increases too. Therefore, this hypothesis is accepted. This hypothesis does not have supportive research and the hypothesis was made by the investigator based on theories of organizational health.

Hypothesis 4. There is a significant relationship between job satisfaction and organizational health of employees of Omidiyeh-Aghajari Oil Company.

**Table 5. Table of correlation between organizational health and job satisfaction**

organizational health and job satisfaction	
0/644	<b>Pearson correlation</b>
0/003	<b>Significant level</b>
384	<b>Number</b>

Pearson correlation was used to test this hypothesis. The results of the test showed that between organizational health and job satisfaction there is a positive correlation equal to 0/644. As significant level shows this correlation is acceptable at the 99% confidence level. So by increasing the job satisfaction, organizational health increases too. Therefore, this hypothesis is accepted. This hypothesis does not have supportive research and the hypothesis was made by the investigator based on theories of organizational health.

**Table 6. Predicting the dependent variable by independent variables**

significant level	T-Value	Standard beta coefficient	Non-standard coefficients		Model
			Standard error	Beta	
0/000	8/229		0/288	1/876	(Fixed amount)
0/000	4/616	0/211	0/042	0/194	organizational partnerships
0/000	4/620	0/203	0/035	0/161	job security
0/000	5/953	0/275	0/042	0/249	role clarity
0/000	7/864	0/368	0/030	0/235	job satisfaction

Dependent variable: organizational health

The findings of the table allow predicting the dependent variable by the independent variables. In the following table if the value of the independent variable is equal to zero, the value of dependent variable will be equal to 1/876.

In the importance and role of independent variables in predicting the regression equation the amount of beta should be used. On the basis of standard values of Beta it can be judged that the variables job satisfaction, role clarity, organizational participation and job security, have respectively the highest to the lowest power to predict organizational health.

Predicting Independent variable by the dependent variable

Dependent variable: organizational health

**Table 7. Table influence of independent variables on organizational health**

Priority	Total causal effects	Independent variable
First	0/887	job satisfaction
Second	0/411	role clarity
Third	0/285	organizational partnerships
Fourth	0/211	job security

As the table shows, the factors influencing the prediction of organizational health based on priority include: job satisfaction with causal effect of 0/887 is the first, role clarity with causal effect of 0/411 is the second, organizational partnerships with causal effect of 0/285 is the third, and job security with causal effect of 0/211 is the fourth and last priority.

## 4. Conclusion

### 4.1 Conclusions and recommendations of the study

The results of the data analysis show that organizational health of staff of Omidiyeh-Aghajari Oil Company is moderate to high and In other words, is partly desirable, the results also showed that there is a positive and significant relationship between the structuring dimension of organizational health with indicators job security, organizational participation, job satisfaction and role clarity.

Also there is a relationship between job security and organizational health of staff of Omidiyeh-Aghajari Oil Company and according to Linear Regression Chart performed the amount of staff job security can be used to predict their organizational health. There is a relationship between organizational health and employee job satisfaction in Omidiyeh-Aghajari Oil Company and according to Linear Regression Chart performed the amount of staff jobsatisfaction can be used to predict their organizational health. There is a relationship between organizational participation and organizational health of staff of Omidiyeh-Aghajari Oil Company and according to Linear Regression Chart performed the amount of organizational participation of staff can be used to predict their organizational health. Finally, there is a relationship between role clarity and organizational health of staff of Omidiyeh-Aghajari Oil Company and according to Linear Regression Chart performed the amount of role clarity of staff can be used to predict the organizational health of staff of Omidiyeh-Aghajari Oil Company.

Today, increasing organizational in organizations health is one of the main concerns of Executive Directors. Man power has the highest share in the collection affecting the productivity; the importance of human resources is not only because of their body but because of their thinking and creativity strength. In fact, it can be said that when human resources with the power of thought use intrinsic and extrinsic factors to the growth and development of the organization, will lead to the organization's entity. Organizational health is one of the major factors affecting the development and performance of employees and if organizational health is increased it increases the power of thought and reduces employee stress and causes that the staff productivity in their working environment be increased.

Based on the results of this study that there is a relationship between organizational health and organizational factors in Omidiyeh-Aghajari Oil Company it can be understood that if managers who are at the head of the organization, with proper use of the power resources, the exact philosophical notion and Proper job performance can create a safe environment with morale and motivation among staff the career and organizational commitment of employees is increased and thus their productivity increases. If managers can apply support and participation management style in relation to employees in the oil company and in fact trust them, staff with morale and motivation that will have, with the consent of their business environment are presented at work in the best possible way and their career productivity will also increase. Thus it can be stated that if there is any of the components of organizational health such as institutional integration, manager influence, consideration, structuring, supporting resources, morale and academic emphasis in varying amounts in an industrial organization such as the oil company at desirable level, staff productivity is also increased and, thus, the path of oil company in achieving strategic goals will be smoother.

According to the results of tests of hypotheses it is proposed that, since in the component work ethic, Staff Favorites item to each other has fewer score than the other items, the oil company by holding training courses in this regard, led to the increase in interest and the positive spirit of employees.

- Identifying methods and programs to improve employee morale and eliminate restrictions and possible problems that reduce employee morale in Omidiyeh-Aghajari Oil Company, is of higher priority.

### 4.2 Research limitations

1. Lack of research literature about the research topic;
2. Not having enough time to do interviews along with the questionnaire;
3. Lack of full familiarity of oil company executives with organizational health issues;
4. Lack of cooperation of managers and some employees completing the questionnaire;
5. Lack of numerous and Updated Persian books and resources;

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