

## A Survey of Relative Ratio of Mental Health on Organizational Health in Isfahan University

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The present study aims to determine the relative ratio of mental health on organizational health in Isfahan University. The current study is a descriptive-correlation research conducted on all the employees of Isfahan University in 2011. After the study estimation, 233 employees were selected by random sampling method. Two questionnaires were applied including Kamau General Health Questionnaire (1992) and researcher-built organizational health inventory. The reliability of the questionnaires were 0.81, 0.84, respectively. The data of the instruments were analyzed by regression coefficient. The results showed that personal improvement of mental health affected four items including adaptation, morale, communication abilities, innovation and integration of organizational health. Anxiety control of mental health affected five items including adaptation, problem solving abilities, communication abilities, resources support and morale. The sense of ability and wellness sign parameter from mental health affected seven items including adaptation, problem solving abilities, goals concentration, communication abilities, morale, innovation and integration. The communication abilities parameter affected five items including adaptation, communication abilities, morale, innovation and integration.

**Key words:** Mental health, Organizational health. University.

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Today, the organizations play important role in the life of the human being and governments and their health is of great importance for the success of the governments. Therefore, the healthy employees have considerable effect on the organizational health and its growth. In other words, a healthy organization requires mentally healthy individuals and the two items can interact with each other.

Like a healthy person, a healthy organization can continue its life, achieve its goals, recognize the barriers, plan and provide a suitable environment for working<sup>1</sup>.

The organizational health is applied frequently but it is not defined correctly<sup>2</sup>.

Mathew Miles (1969) is the first theorist of organizational health for the analysis of schools. He believed that the organizational health depends upon the sustainability of the organization in its environment and is referred to the ability to adapt organization to its environment, and the development of the ability of the organization for more adaptation<sup>3</sup>. Miles considered the characteristics of a healthy organization in meeting

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the three main demands including the duty, sustainability and development of the organization. According to Miles, there are 10 dimensions of organizational health consisting of adaptation, problem solving ability, goal concentration, communication abilities, utilized distribution of power, resources support, integration, morale, independence and innovation<sup>4</sup>. The dimensions are defined as following:

#### **Goal concentration**

In a healthy organization, the goals of the system are clear for the members and are accepted by them. The goal clarity is considered as a necessary but inadequate condition for the organization health. The goals should be accessible.

#### **Communication abilities**

There is face to face communication in the organization, the information transfer is simple. This dimension of the organizational health defines the vertical and horizontal communication as simple. The information is transferred with the minimum inhibition and complexity.

#### **Utilized distribution of power**

The people affect each other in favor of the organization and there is a relatively equitable distribution of influence between members of the work unit and the leader. Here, the intra-group conflict is not important for power but there is intra-group conflict.

#### **Resources support**

A healthy organization is consisting of some inputs being applied effectively. The general collaboration is such that people are neither under the pressure of work nor they are idle. In a healthy organization, people work hard but they are not under the pressure and there is coordination between individuals' power and the demands of role in the organization.

#### **Integration**

In a healthy organization the individuals are aware of the nature and goals of the organization. Members feel attracted to membership in the organization. They want to stay with it, be influenced by it and exert their own influence within it. All the items cause the integration of the members within the organization.

#### **Morale**

The term is a part of well-being or satisfaction. High morale in the healthy

organization indicates well-being, happiness and satisfaction of the employees.

#### **Innovation**

A healthy organization is inclined to innovate new methods, new goals, variety and production of new products. Such a system is dynamic and variable instead of being static and standard.

#### **Independence**

A healthy organization manages the external demands (external environment of the organization) and express specific behavior against the external demands.

#### **Adaptation**

It shows the adaptation and flexibility of the organization with the environmental change conditions.

#### **Problem-solving abilities**

This doesn't refer to the problems or the lack of problems and it refers to the style in which a person, group or an organization cope with the problems. Argris believed that in an effective organization, the problems are solved with the minimum energy, they stay solved and the problem-solving mechanism of the organization is maintained or strengthened. Thus, an adequate organization has developed structures and methods to evaluate the problems, innovation of possible solutions, decision making about the solutions, using them and the efficiency evaluation<sup>5</sup>.

Miles believed that the organizations with organizational health apply their energy to fulfill their objectives and increase the confidence and high morale and more effectiveness of most of the employees in the organization.

Parsones (1967) defined a healthy organization as: "All the social systems for development should adapt to their surrounding environment and gather all the resources for achieving their objectives and coordinate their activities and motivate their employees. Then, their health is guaranteed<sup>4</sup>. Davis (1995) believed that in a healthy organization, the employees feel they do a useful work and their mental health is improved and they achieve the personality development. They accept the tasks satisfying them internally and mentally. They ask others to listen to them and behave as each one has special value. They want to be sure that the organization should care about their needs and problems<sup>6</sup>.

Lynden and Klinge (2000) believed that organizational health is a new concept and that includes the organization's ability to do its duties effectively and leads to the development and improvement of the organization<sup>7</sup>. A healthy organization is a place where the individuals like to stay, work and be effective so that this healthy and protective organizational atmosphere provides a secure place for them. In a healthy organization, the problems are stimuli but in an unhealthy organization, the problems are dominant. A healthy organization provides the required tools for the employees and by increasing the mental health helps them to adapt themselves with complex situations and apply scientific and technical advancements for the improvement of their performance. According to the studies, it can be said that organizational health increases the mental health of the employees and the mental security.

Thus, based on the ratio and the effect of organizational health on the development of the organizations and the fact that the universities play important role in the full development of the country, providing the required conditions and mental comfort for their employees is of great importance and this is possible when the educational center is mentally healthy. Based on the role of organizational health in mental health of the employees and the fact that the organizational health provides a good atmosphere in the organization, the following question is raised: Is there any relationship between the mental health and organizational health in Isfahan University? The present study aimed to respond the mentioned question.

#### **Procedure**

**Study method:** The researcher is aimed to evaluate the relationship between the mental health and organizational health and it is a descriptive-correlation design.

**Study population:** The study population is consisting of all the employees of Isfahan University in 2011.

**Sample size and sampling method:** 233 employees were selected among the different employees of seven colleges of Isfahan University. To consider the real ratio of the study group in seven colleges, the stratified random sampling was applied.

**Instrument:** Two questionnaires were applied to evaluate the study questions:

#### **General Health Questionnaire**

The questionnaire was proposed by Kamau (1992) to determine the mental health level by five subscales "personal improvement", "anxiety control", "the sense of ability and wellness sign", "communication ability", "the ability to cope with the routine problems of the life"<sup>8</sup>. The 50-item questionnaire was based on yes or No questions and the scoring was 0, 1. The score was ranging 0 to 50. The questionnaire has been translated by Farahbakhsh and Satar (2006) and the overall split-half reliability coefficient was 0.83 and 0.20 to 0.60 were considered for its subscales<sup>9</sup>. Kamau (1992) reported reliability coefficient of the scale as 0.86<sup>8</sup>. The correlation coefficient of the scale with general health scale (GHQ-28) was 0.70 and its reliability by Cronbach's alpha was 0.81.

#### **Organizational health inventory**

The inventory was built by Hoy and Fledman for organizational health. It was a close question 30-item questionnaire based on Likert 5-point scale (always, often, sometimes, rarely and never), scoring 1, 2, 3, 4, 5, respectively. The organizational health is evaluated based on 10 items including resources support, Institutional Integrity, principal influence, consideration, initiating structure, scientific emphasis and morale. After a pilot study and determining the variance of the questions, Cronbach's alpha coefficient was 0.84 to evaluate the reliability of the questionnaire.

**Data analysis methods:** For data analysis of instruments, regression coefficient was used as well as some statical indices including frequency, percent, mean and standard deviation.

## **RESULTS**

The results were presented in Tables 1 to 6 based on the study questions.

**First question:** How is the relative ratio of personal improvement parameter from mental health of the employees on organizational health components in seven colleges of Isfahan University?

According to the results, the personal improvement parameter from mental health affected four items including adaptation, morale, communication abilities, innovation and integration. However, the personal improvement

**Table 1.** The results of regression coefficient of pure and impure weights of personal improvement parameter from mental health on organizational health of the employees of Isfahan University

Locus of control	Standard Error	Regression Coefficient	t value	Coefficient of determination	Significance level
Adaptation	0.05	0.7	2.55	0.22	0.003
Problem Solving Abilities	0.04	0.19	0.72	0.1	0.42
Goal concentration	0.08	0.32	1.03	0.1	0.31
Communication Abilities	0.07	0.81	1.78	0.22	0.02
Utilized distribution of power	0.07	0.07	0.57	0.1	0.57
Resource support	0.04	0.13	1.25	0.1	0.21
Morale	0.02	0.92	2.91	0.22	0.001
Independence	0.08	0.3	0.53	0.1	0.33
Innovation	0.05	0.87	1.92	0.22	0.02
Integration	0.06	0.81	1.66	0.22	0.03

parameter from mental health didn't affect problem solving abilities, goal concentration, utilized distribution of power, resources support and independence. The personal improvement parameter from mental health among the employees can affect adaptation, morale, communication abilities, innovation and integrity in the University

and increase the following items. The coefficient of determination showed that 0.22 of the scores of the mentioned items of organizational health was affected by personal improvement parameter from mental health.

#### Second question

How is the relative ratio of anxiety control

**Table 2.** The results of regression coefficient of pure and impure weights of anxiety control of mental health on organizational health of the employees of Isfahan University

Locus of control	Standard Error	Regression Coefficient	t value	Coefficient of determination	Significance level
Adaptation	0.01	0.69	2.1	0.2	0.008
Problem Solving Abilities	0.002	0.66	1.79	0.2	0.02
Goal concentration	0.008	0.41	0.87	0.08	0.51
Communication Abilities	0.07	0.14	1.89	0.1	0.01
Utilized distribution of power	0.002	0.28	0.87	0.08	0.57
Resource support	0.005	0.71	2.2	0.2	0.001
Morale	0.003	0.7	2.18	0.2	0.002
Independence	0.003	0.24	0.8	0.08	0.6
Innovation	0.04	0.31	0.9	0.08	0.42
Integration	0.05	0.34	0.81	0.08	0.58

subscale of mental health of the employees on organizational health items in Isfahan University?

Based on the results, the anxiety control of mental health affected five items of adaptation, problem solving abilities, communication abilities, resources support and morale. However, the anxiety control didn't affect goal concentration, utilized distribution of power, independence, innovation and integrity of organizational health.

Thus, the anxiety control by the employees can affect adaptation, problem solving abilities, communication abilities, morale and innovation in University and increase them. The coefficients of determination showed that 0.20 of the scores of the mentioned items of organizational health were affected by anxiety control of mental health.

Third question: How is the relative ratio of the sense of ability and wellness sign parameter from

**Table 3.** The results of regression coefficient of pure and impure weights of the sense of ability and wellness sign parameter from mental health on organizational health of the employees of Isfahan University

Locus of control	Standard Error	Regression Coefficient	t value	Coefficient of determination	Significance level
Adaptation	0.005	0.76	2.12	0.28	0.001
Problem Solving Abilities	0.005	0.7	1.95	0.28	0.001
Goal concentration	0.001	0.69	1.88	0.28	0.001
Communication Abilities	0.004	0.55	1.55	0.28	0.04
Utilized distribution of power	0.007	0.21	0.7	0.12	0.33
Resource support	0.001	0.19	0.58	0.12	0.47
Morale	0.003	0.85	2.24	0.28	0.001
Independence	0.007	0.23	0.55	0.12	0.44
Innovation	0.001	0.93	2.8	0.28	0.001
Integration	0.004	0.64	1.79	0.28	0.007

mental health of the employees on organizational health items in Isfahan University?

Based on the results, the sense of ability and wellness sign parameter from mental health affected seven items including adaptation, problem solving abilities, goals concentration, communication abilities, morale, innovation and integrity of organizational health. However, the sense of ability and wellness sign parameter from mental health didn't affect utilized distribution of power, resources support and independence from organizational health. Thus, the sense of ability

and wellness by the employees can affect adaptation, problem solving abilities, goal concentration, communication abilities, morale, innovation and integration in University and increase them. The coefficients of the determination showed that 0.28 of the scores of the mentioned items from organizational health were affected by the sense of ability and wellness sign parameter from mental health.

**Fourth question**

How is the relative ratio of the subscale of communication ability from mental health of the

**Table 4.** The results of regression coefficient of pure and impure weights of communication abilities from mental health on organizational health of the employees of Isfahan University

Locus of control	Standard Error	Regression Coefficient	t value	Coefficient of determination	Significance level
Adaptation	0.01	0.75	1.6	0.25	0.001
Problem Solving Abilities	0.01	0.22	0.4	0.06	0.5
Goal concentration	0.03	0.18	0.37	0.06	0.54
Communication Abilities	0.04	0.78	1.59	0.25	0.001
Utilized distribution of power	0.08	0.24	0.45	0.06	0.47
Resource support	0.07	0.22	0.43	0.06	0.36
Morale	0.05	0.95	2.5	0.25	0.001
Independence	0.08	0.29	0.5	0.06	0.46
Innovation	0.07	0.73	1.6	0.25	0.001
Integration	0.06	0.62	1.44	0.25	0.005

employees on organizational health items in Isfahan University?

Based on the results, the communication ability parameter from mental health affected five items including adaptation, communication abilities, morale, innovation and integrity of

organizational health. However, the communication abilities parameter didn't affect the items goal concentration, utilized distribution of power, resources support and independence of organizational health. Thus, communication abilities by the employees can affect adaptation,

**Table 5.** The results of regression coefficient of pure and impure weights of the ability to cope with the routine life problems from mental health on organizational health of the employees of Isfahan University

Locus of control	Standard Error	Regression Coefficient	t value	Coefficient of determination	Significance level
Adaptation	0.01	0.92	2.4	0.24	0.001
Problem Solving Abilities	0.03	0.74	2.3	0.24	0.001
Goal concentration	0.07	0.58	1.65	0.24	0.004
Communication Abilities	0.01	0.6	1.81	0.24	0.001
Utilized distribution of power	0.01	0.28	0.4	0.05	0.42
Resource support	0.03	0.33	0.49	0.05	0.38
Morale	0.04	0.78	2.2	0.24	0.001
Independence	0.04	0.7	1.84	0.24	0.001
Innovation	0.07	0.35	0.55	0.05	0.2
Integration	0.01	0.59	1.73	0.24	0.001

communication abilities, morale, innovation and integrity in University and increase them. The determination coefficient showed that 0.25 of the scores of the mentioned items of organizational health was affected by communication abilities from mental health.

#### **Fifth question**

How is the relative ratio of the ability to cope with the routine life problems from mental health of the employees on organizational health in Isfahan University?

Based on the results, the ability to cope with the routine life problems from mental health affected six items including adaptation, goal concentration, communication abilities, morale, independence and integration of mental health. However, the ability to cope with the routine life problems from mental health didn't affect utilized distribution of power, resources support and innovation. Therefore, the ability to cope with the routine life problems by the employees can affect adaptation, goal concentration, communication abilities, morale, independence and integrity in University and increase them. The coefficients of determination showed that 0.24 of the scores of the items of organizational health were affected by the ability to cope with the routine life problems from mental health.

## **DISCUSSION**

Educational centers are the most important scientific development centers in Iran having considerable effect on full development of

the country. Educating the capable and powerful human resources developed various aspects of the country. Thus, the managers besides the scientific capability should be intelligent at management level so that the employees plan for education of human resources. Thus, healthy environment and organizational health provide the security and mental health and effective performance among people. The current study aimed to evaluate the relationship between the mental health and organizational health in Isfahan University.

The results of the relationship between the personal improvement of mental health and organizational health components showed that, personal improvement of mental health can develop the adaptation, morale, communication abilities, integration and innovation of organizational health in Isfahan University. In other words when the employees in physical education offices are healthy in terms of psychological personality, it can be expected that the atmosphere of Isfahan University is intimate and healthy. However, the personal improvement item didn't affect problem-solving abilities, goal concentration, utilized distribution of power, resources support and independence of organizational health. Thus, the personal improvement of mental health among the employees can affect adaptation, morale, communication abilities, integration and innovation in physical education offices and provide effective development. Braynion (2004) believed that personality health of individuals is one of the most important factors being considered in the

organizations<sup>10</sup>. Because the personality health and valuable human features cause those individuals develop the valuable human characteristics and in this way, intimacy, collaboration and commitment of the members are increased. In the studies performed by Qanbari Kuhanchani (1998), Kachuian (1999) and Taheri (2002), the items adaptation, morale, communication abilities, integration and innovation were reported as important and they believed that the items are affected considerably by personality characteristic and mental health<sup>11-13</sup>.

The findings regarding the effect of anxiety control on organizational health items showed that anxiety control item from mental health affected adaptation, problem-solving abilities, communication abilities, resources support and morale. However, the anxiety control item didn't affect goal concentration, utilized distribution of power, independence, innovation and integration of organizational health. Thus, if the employees of Isfahan University can control their anxiety and cope with the environmental stress appropriately, besides increasing their health level, can increase the organizational health level in work place.

Levey, J & Levey (2000) described anxiety in the organization as contradictory and believed that the organizations in which the individuals suffer from anxiety, the organization is unhealthy<sup>14</sup>. Wolff (2004) and Braynion (2004) in their studies showed that anxiety can make the organization unhealthy<sup>10, 15</sup>.

The results regarding the effect of the sense of ability and wellness on organizational health items showed that the sense of ability and wellness sign parameter from mental health affected most of the organizational health items including adaptation, problem solving abilities, goal concentration, communication abilities, morale, innovation and integration and provided better communication and unity and the attempt to solve the problems. However, sense of ability and wellness among the employees can not affect the utilized distribution of power, resources support and independence in Isfahan University. The results regarding the effect of communication abilities on organizational health items showed that communication abilities of mental health affected five items including adaptation, communication abilities, morale, innovation and integrity from

organizational health. Indeed, the healthy communication is one of the important skills of success in personal and social life and it leads into the innovation and creativity and integration in the organization. Bekkers (2005, 2006), Staub (2003), Penner (2002) and Flener (1992) in their studies showed that communication skills and abilities increase the adaptative behaviors and mental comfort and creativity<sup>16-20</sup>.

The results regarding the effect of the ability of coping with routine life problems on organizational health items showed that the ability of coping with routine life problems from mental health affected six items including adaptation, goal concentration, communication abilities, morale, independence and integrity from organizational health. Thus, if the employees of Isfahan University can apply coping strategies as problem-solving coping strategy to cope with the problems, they feel more comfortable and the organizational health is increased. Baker (2005) reported the application of problem-solving strategy to solve the environmental problems and stresses as the best method and in their studies showed that the people using this strategy are suffering less from contradiction because by problem-solving strategy, they solve already created contradiction<sup>16</sup>. It can be said that they individuals using the mentioned strategy provide the improvement of organizational health.

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