



# Considering the Effect of Organizational Health on the Work Enthusiasm in Faculty Members of Islamic Azad University of Tehran

Elnaz Makhmalian Far

Master of Educational Management, Azad University North of Tehran, Iran.

**Abstract:** *This study aimed to investigate the effect of organizational health on work enthusiasm among faculty members of the Islamic Azad University of Tehran. The statistical population of this study consisted of 2522 faculty members of the Islamic Azad University of Tehran. 335 individuals were selected using the Morgan table and multistage cluster sampling method. The instrument of measurement in the present study were a 44 item questionnaire of organizational health (OHD), and an 17 item questionnaire of work enthusiasm and Likert five-point scale (2001) and the results of Pearson correlation coefficient test showed that there is a meaningful relationship between organizational health and work enthusiasm, and between organizational health and work enthusiasm components, and the results of multiple regression showed that organizational health has a positive and significant effect on work enthusiasm. According to the value obtained for the t-statistic for all three components of work enthusiasm, it can be stated that being dedicated to work component has the most effect on organizational health.*

**Keywords:** *Organizational Health, Work enthusiasm, Faculty Members.*

## INTRODUCTION

This study aims at investigating the effect of organizational health on work enthusiasm among faculty members of the Islamic Azad University of Tehran. Higher education as an Expert Human Resources Development System and knowledge producer plays an important role in the economic, social and cultural development of each country. According to the 20-year national vision document of Iran's future developments, which emphasizes the need to pay close attention to human resource development with advanced knowledge, capable of science and technology production, relied on the superior contribution of human resources and social capital, one can understand the role and the importance of higher education in the countries' future growth and development (Safari, 2012: 1). Nowadays, human resources are the most important factor in growth and sustainability and the most important competitive advantage of organizations. Today's organizations are looking for the best and victory in the war for talent have worked hard, and they always try to attract the best, most talented and knowledgeable people and use them to achieve their goals. In order to make human resources in the organization as permanent, valuable and maximally priced asset, it is necessary to provide them with some conditions that they can be safe, relaxed, and play their role in the organization without concern and make the most of their efforts toward the organization's goals, it means that they engage in work (Aziz Nejjhad, quoted by Shahbazi, 2012: 2). Based on Baker & Liter's (2010) research, employees can do their job assignments well and get attracted to their jobs that have a high work

enthusiasm (Mulla'i et al. Quoted by Baker et al., 2014: 3). Also, Altonel et al., (2012) state that work enthusiasm is a positive, tangible, and work-related state, which is characterized by three components of strength, commitment, and attraction (Altonel et al., 2012: 2).

The experts have provided many definitions for work enthusiasm. One of these definitions is provided by Watson et al. (1911), which states that emotional responses can be a response with positive or negative feelings based on an individual's differences. Positive feelings reflect the extent to which a person feels enthusiastic, and alert in his work and activity. When positive feelings are high, it is a situation in which a person has high energy, full commitment and attraction and is completely in contradiction to the word negative feelings, which is a general concept of mental stress and passion, and includes all kinds of negative mood such as: anger, humiliation, disgust, sin, fear and concern (Schaufeli, 2017: 4:2).

Schaufeli et al. (2017) state that the component of power, that is, Human resource is characterized by high levels of energy and mental flexibility during work, willingness to invest in work and endurance in dealing with problems. The component of commitment refers to the severity in the work of one person and understanding feelings, enthusiasm, inspiration, pride and challenge, and finally, the attraction is focused on the specificity and happily immersed in the work, thus time reaches quickly and one of the problems of the employee is detachment from work. Moreover, employees with work enthusiasm consider their work inherently interesting and satisfying, and this motivation encourages people to work and spend more time on their activities and happily immerse themselves in their work.

Although the level of participation shown by the staff with a positive effect on the motivation and positive attitude towards the work experienced by colleagues and the understanding of others from these conditions has not yet been determined, but work enthusiasm among staff is contagious, especially days and times that interact more together especially in teamwork (Mazzetti, Schaufeli and Guglielmi, 2016).

According to Armichel (1990), effective organizations are considered to be the most important means for achieving community development, and in the meantime, organizations will be effective that have health conditions in addition to other essential conditions, and appropriate organizational climate can also be effective in motivating employees, improving their mentality, participating in decision making, as well as increasing their creativity and innovation, moreover, it is considered as an important source of mental health for the staff (Saedi et al., 2010: 31). Although the concept of organizational health may be expressed in different words, its essence is to create a pleasant environment for trying and accomplishing the mission to achieve its goals. In other words, it is better to say that as health in human brings joy and vitality, organizational health will also create a pleasant environment for work and effort, encouraging construction, and achieving goals. In a healthy organization, we are witnessing happy employees who are interested in their work, have job satisfaction and are proud to work in their organization (Hedayati, 2016: 12). Nowadays, paying sufficient attention to human resources in organizations enable organizations to survive. Efforts to achieve organizational health, preserving and enhancing its level relative to other activities should be prioritized, but unfortunately, the dimensions of organizational health are dependent and its role is unknown, and most people in an abnormal situation such as lack of work, absence, demand for transfer to other organizations, etc., try to manipulate and control this situation, while the problem comes from elsewhere and the solution is something else.

Higher education, in addition to having 3 responsibilities: education, research, and professional provision, seeks to provide the groundwork for implementing development programs through training specialist staff. There is no doubt that the role and the effectiveness of higher education depend on the efficiency of human resources, especially its faculty members. They constitute the main body of the university and are among the most fundamental elements of society's development and advancement. Therefore, the development of its job performance is one of the important factors of the organization and the main responsibilities of university directors for professional development, preservation, and promotion of faculty members (Sabet et al. 2017: 2).

The significance and practical necessity of research can be expressed in this way that universities, in addition to the central role they play in the science and country development, are also responsible for the training of committed and professional human resources. Considering the high duty of universities and the role faculty members have on the quality of student learning, and the success of the university in the field of science and practice that is based on academic work, attention to work enthusiasm and organizational health is of great importance, because it ensures better achievement of goals, improves higher morale, develops friendly relations between the manager and colleagues and leads to manager's observing their behavior than formal relationships. The organization's flexibility is increased; therefore, it removes some obstacles that prevent access to goals and objectives. Unfortunately, nowadays, by turning to degreeism, specialty and correct education have been forgotten and the education system has seriously been damaged that is the dilemma for universities of today.

### **Hypotheses:**

#### **Main research hypothesis:**

Organizational health affects the work enthusiasm of the faculty members of Islamic Azad University in Tehran.

#### **Research Sub-Hypotheses:**

1. Organizational health affects the work enthusiasm in the faculty members of the Islamic Azad University of Tehran.
2. Organizational health affects the attraction to work in faculty members of the Islamic Azad University of Tehran.
3. Organizational health affects the dedication to work in the faculty members of the Islamic Azad University of Tehran.

### **The Review of Literature**

Zamaheni Majid et al. (2012) in a study entitled "Investigating the Effect of Employee's Work Enthusiasm on Organizational Health of Pars Khodro Company", showed a positive and increasing relationship between job enthusiasm and organizational health.

Eghbali Sadiq et al. (2011) in a study entitled "Investigating the Effect of Spirituality in Organizations on the Employee's Work Enthusiasm among Personnel of the 1st Zone of the Naval Force of Islamic Republic of Iran Army" concluded that there is a positive and meaningful relationship between the spiritual attitudes component of the organizational spirituality and work enthusiasm. Accordingly, it can be stated that by increasing organizational spirituality, work enthusiasm can be increased in organizations.

Soliz Tuati and et al. (2011) in his study entitled "The Effect of Individual Work on the Employee's Work Enthusiasm among Teachers in Higher Education Institutions: Are There Differences between Teachers in Public and Private Higher Education Institutions?" found that all four dimensions of work value positively correlated with the subjective career success. Due to the moderating effect, work interaction has a significant effect on the relationships between status and the independent work values - the subjective career success as well as the competence values and the efficiency growth and career success.

Yemeni man named Yousef and Mohasaneh (2011) in research entitled "The Effect of Leadership on Ethical Commitment in Health Organizations" achieved the results that there is a meaningful and positive relationship between value-based leadership and ethical loyalty. The level of the staff's perceptions of value-based leadership in Saudi Arabia's health organizations is high.

Rahimian et al. (2011) in their study entitled "Validating the Healthy School Conceptual Model with an Emphasis on Organizational Health Dimension Using Structural Equation Modelling" concluded that the most important dimensions of a healthy school are: educational management, educational leadership, teacher's attitude, school culture, organizational commitment, teacher's citizenship behavior, job satisfaction,

students' educational achievement, and general health. In addition, this study showed that both general health and organizational health are key factors for achieving a healthy school.

### **Research Objectives:**

#### **Primary Research Objective:**

Understanding the effect of organizational health on the work enthusiasm of faculty members of the Islamic Azad University in Tehran.

#### **Secondary Research Objectives:**

1. Organizational health affects the work enthusiasm in the faculty members of the Islamic Azad University of Tehran.
2. Organizational health affects the attraction to work in faculty members of the Islamic Azad University of Tehran.
3. Organizational health affects the dedication to work in the faculty members of the Islamic Azad University of Tehran.

### **Research Methodology:**

- A. Methodology: This research is a correlational descriptive survey in terms of its purpose.
- B. Statistical Population: In this research, the statistical population consists of 2522 faculty members of the Islamic Azad University of Tehran during the first semester 2011-2012. Among them, 1682 is male and 340 is female. Their academic degrees were lecturer, assistant professor, associate professor, and professor.
- C. Sample Size and Sampling Method: In this study, a multi-stage cluster sampling method was used. According to the Krejcie and Morgan Table, 335 were selected for sample size, that of 335, 127 were female faculty members and 208 were male faculty members.
- D. Measurement Tools and Data Collection: The instruments used in this study were two standard questionnaires, including a) Salanova and Schaufeli's standard work enthusiasm questionnaire, which consists of 17 questions and designed by Salanova and Schaufeli in 2001. The questionnaire measures three components of enthusiasm (1item), dedication to work (6 items), and attraction to work (1item). Responses in all items are rated with an adjusted rating scale ranging from strongly agree to strongly disagree. The responses are graded on a Likert scale ranging from 1 to 5, with a minimum value of 1 and a maximum value of 5.
- E. Organizational Health (OHI) Questionnaire by Hoy et al (1991) which has three levels of technical, administrative and institutional measures one dimension of institutional unity (question 1-7), the influence of the manager (questions 8-12), consideration (question 12-16), construction (question 16-21), resource support (questions 21-26), morale (questions 26-35), and scientific emphasis (question 36-44) using 2-Point Likert Scale (always, often, sometimes, rarely, never).
- F. Validity and Reliability: validity means that measurement tool can measure the desired attribute. Apparent validity means that the questionnaires were examined by a researcher, several members of the sample and some academic and organizational experts (education managers) before distribution.
- G. Content Validity: In the form of a Delphi method, with CVR and CVI forms, and by ten experts including interviewees, academic experts, and a few subjects, the content of the questionnaire was examined in terms of additional questions or modification of questions. CVI Showed that all questions in the questionnaire were in a good condition from the point of view of simplicity, clarity, and relevance, and the CVR value for all questions was above 0.62 and no questions were required to be deleted.

The reliability of the questionnaire indicates that if this questionnaire is repeated again at another time and place, the same results are presented and it can be verified or rejected by measuring the

Cronbach's alpha. The reliability of the questionnaire was confirmed by calculating the Cronbach's alpha and obtaining the number 0.89.

- H. Data Analysis Method: a) Descriptive statistics: SPSS software has been used in this regard. To study the characteristics of the statistical society and descriptive analyzes, the collected data are categorized and classified using the descriptive statistical method. b) Inferential statistics: in inferential part, Kolmogorov-Smirnov test was first used to evaluate the normality of the data to answer the research hypotheses and since the data was detected normal, then the structural equation modeling test was performed using the LISREL-v8.80

**Findings:**

**The First Hypothesis**

Organizational health affects the work enthusiasm of the faculty members of the Islamic Azad University of Tehran.

**Table 1:** Pearson correlation and path coefficient and t-statistic for the model of organizational health affects work enthusiasm

Quantity t	Significant level	Path coefficient (Standard Estimates)	Correlation Coefficient
11.36	0.000	0.90	0.871

Regarding the results obtained in the above table for the correlation coefficient between two variables-organizational health and work enthusiasm- and a significant level of 0.000, the confidence level of 92%, the first hypothesis is confirmed. Moreover, the standard load factor, which is somewhat larger than 0.62 and in the interval (-1 and 1), indicates that there is a strong and desirable relationship between these two variables, and the value of the t statistic indicates the significance of the relationship. The correlation between the two variables is positive and significant, and the level of effectiveness of work enthusiasm on organizational health is also 11.36. However, it can be acknowledged that, in addition to the fact that the existence of organizational health significantly affects work enthusiasm, and its increase or decrease also increases or decreases work enthusiasm.

**Table 2:** Pearson Correlation Coefficient between Organizational Health and Work Enthusiasm Components

Work enthusiasm components	Significance level	correlation coefficient
Work enthusiasm	0.000	0.79
Dedication to work	0.000	0.76
Attraction to work	0.000	0.83

According to the results and the Pearson coefficient between the organizational health variable and work enthusiasm components, all of which are greater than 0.7 and have a significance value of 0.000, all three existing hypotheses, "organizational health affect the work enthusiasm in the faculty members of Islamic Azad University of Tehran", "organizational health affects the attraction to work in faculty members of Islamic Azad University of Tehran" and "organizational health affects the dedication to work in the faculty members of the Islamic Azad University of Tehran" are confirmed.

**Table 3:** Path coefficient and coefficient of significance of the model of effectivity of job enthusiasm components on organizational health

Work enthusiasm components	Path coefficient	Quantity t
Work enthusiasm	0.86	11.57

Dedication to work	0.82	11.77
Attraction to work	0.91	10.68

Regarding the values obtained for the path coefficients of each component, which are somewhat higher than 0.6 and in range (1 and -1), it can be shown that there is a positive and very strong relationship between the organizational health variable and each component of the work enthusiasm. Moreover, according to the results obtained for t quantity, the relationship between organizational health and each component can be meaningful. Therefore, it can be stated that there is a positive and significant correlation between the organizational health variable and each component of work enthusiasm. Due to the effect of organizational health on each component of work enthusiasm, it can be concluded that increasing or decreasing organizational health is effective in increasing or decreasing the components. But considering t values, organizational health has the greatest effect on dedication to work and the least effect on job enthusiasm.

**Discussion and Conclusion:**

The research title is "Investigating the effect of organizational health on work enthusiasm of faculty members of the Islamic Azad University of Tehran ". This research was conducted in the academic year 2011-2012 between 335 individuals from 2522 faculty members in all units of Islamic Azad University of Tehran, using two "OHI" questionnaire and "work enthusiasm" by Schaufeli et al. Research hypotheses include: The main hypothesis entitled "Organizational health affects the work enthusiasm of the faculty members of Islamic Azad University in Tehran". According to the findings, the existence of a desirable organizational climate creates an enthusiasm in employees to carry out their duties, so that they focus more on their work, and make it hard for them to leave their jobs (attraction to work), they make a significant effort in their work, and insist on difficult situations (a feeling empowerment or work enthusiasm) and they will have a feeling of intense psychological involvement with their work which is a combination of sense of significance, enthusiasm and challenge (dedication to work). There are some sub-hypothesis too: 1) "Organizational health affects the work enthusiasm in the faculty members of Islamic Azad University of Tehran". Because the organizational health creates a pleasant feeling in the person and the person works with energy in the organization, then the person's performance goes up. 2) "Organizational health affects the attraction to work in faculty members of Islamic Azad University of Tehran". That is, organizational health makes a person committed to performing his duties and always tries very hard to succeed; it means that he dedicated himself to work, which is less likely to be absent. He always makes the field more competitive to be successful. In Fact, burnout leads to the physical symptoms, absenteeism and job change. 3) "Organizational health affects the dedication to work in the faculty members of the Islamic Azad University of Tehran". When an organization has the necessary health, a person can do his / her duties with energy and commitment, focus on his work, and does not feel the passage of time and drown in work.

**Suggestions based on the Results of the Research:**

Given the first hypothesis and the value obtained for the factor load, it can be suggested to the organization's managers: 1. To create a healthy structure and seek innovation and creativity in the organization, because these measures can increase the amount of employee's willingness, satisfaction, and enthusiasm in the workplace, 2. To increase the attention to the innovative thoughts and behavior of the active and efficient employees in the community in a way that the healthy atmosphere exists in organizations, as it can have a great effect on the feeling of motivation and increasing their enthusiasm to attend the organization and feeling affiliated with active community groups. At the same time, by increasing the sense of empowerment and organizational self-esteem in the employees, this process can have many benefits to the organization through doing its extravagant actions to promote organizational goals and then flourish the community. According to the results obtained for the second hypothesis, the following suggestions can be made: 1. in the organization, an enthusiastic employees must develop the skills of creating and learning professional

behaviors and organizational commitment among other important aspects of organizational effectiveness, and 2. to pay attention to organizational atmosphere and organizational culture, as well as executive practices in the organization, as it increases organizational health and improves the work enthusiasm in employees. Suggestions considering the third hypothesis include 1- Since Islamic work ethics in the organization affects organizational commitment (dedication to work), it is suggested that greater attention should be paid to the Islamic ethics in higher education to increase the psychological safety in the workplace and employees to work dedication 2. Supporting employees against environmental problems and appreciating creative ideas, as well as improving their morale through measures such as creating an intimate atmosphere, working together and respecting and avoiding discrimination, can play an effective role in increasing the level of employees' organizational commitment, and their loyalty to the organization. Finally, regarding the fourth hypothesis, the level of organizational health should be checked annually in the organization so that the person can completely concentrate on his work and deepen into it, then he does not feel the passing of time.

## References

1. Altunel, M. C., Kocak, O. E., & Cankir, B. (2015). The Effect of Job Resources on Work Engagement: A Study on Academicians in Turkey. *Educational Sciences: Theory and Practice*, 15(2), 409-417.
2. Azizinezhad, B., JavidPour, M. (2017). Investigating the Relationship between Psychological Capital and Job Excitement of Payame Noor University of Urmia. Third International Conference on Science and Technology in Educational Sciences, Social Studies and Psychology of Iran.
3. Dahahani, M., Delirmalek, Rezaei, Sh. (2017). Investigating the Impact of Employee's Job Excitement on Organizational Health (Case Study: Pars Khodro Co). 2<sup>nd</sup> International Conference on Management, Accounting and Dynamic Audit.
4. Eghbali, S., Hemmati, E., M.A Rayatpishe. (2018). Studying the Relationship between Quality of Work Life and Human Resource Improvement with Personnel Productivity of one area of the province (Bandar abbas). *Journal of Teaching in Marine Sciences*, 4(4): 33-47.
5. Hedayati, F. (2016). Organizational Health: A Tendency to Find Yourself, *karojamehe*, 195:54-64.
6. Mazzetti, G., Schaufeli, W. B., & Guglielmi, D. (2016). Are workaholism and work engagement in the eye of the beholder?. *European Journal of Psychological Assessment*.
7. Molaey, M., Mehdad, A., & Golparvar, M. (2014). Relationship of spirituality in workplace, internal motivation and work engagement with task performance. *Knowledge Res Appl Psychol*, 15(56), 47-55.
8. Rahimian, H., Abbaspour, A., Mehrgan, M., & Hedayati, F. (2017). Validating the Healthy School Conceptual Model with an Emphasis on Organizational Health Dimension Using Structural Equation Modelling. *International Review of Management and Marketing*, 7(3), 156-164.
9. Sabet A, Yadollahi Kholes H, Razeghi S, Shakarizadeh Shirazi M H. (2017). Investigating the Organizational and Psychological Factors Affecting the Development and Improvement of Faculty Members' Job Performance. *Manage Strat Health Syst*, 2 (3): 163-172.
10. Saedi, S., Khalatbari, J., Murray Najafabadi N. (2010). Relationship between Quality of Work Life and Organizational Health with Job Satisfaction. *Journal of Modern Industrial/Organization Psychology*, 1(4): 55-64.
11. Safari, S. (2012). Enhancing Quality of Interdisciplinary Science by Faculty Development. *Scholarly Journal Of Interdisciplinary Studies in the Humanities*, 4(4): 35-52.
12. Schaufeli, W. B., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2017). An Ultra-Short Measure for Work Engagement: The UWES-3 validation across five countries.
13. Sulistiowati, S., Komari, N., & Dhamayanti, E. (2018). The Effects of Person-Job Fit on Employee Engagement Among Lecturers in Higher Education Institutions: Is There a Difference Between Lecturers in Public and Private Higher Education Institutions?. *International Review of Management and Marketing*, 8(3), 75.

14. Yamin, M. A. Y., & Mahasneh, M. S. (2018). The Impact of Values-based Leadership on Ethical Loyalty in Saudi Arabian Health Organizations. *International Review of Management and Marketing*, 8(3), 6.
15. Zohra, F., Shafiqpour M. R., Soltani A., Ansari H., Haghghat Joo Z. (2009). Investigating the relationship between managers' thinking styles and entrepreneurship with organizational health of the staff of medical universities of Iran. *Journal of Urmia Nursing and Midwifery Faculty*, 1(7): 13-20.