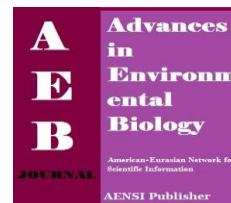




AENSI Journals

Advances in Environmental Biology

ISSN-1995-0756 EISSN-1998-1066

Journal home page: <http://www.aensiweb.com/aeb.html>

Examining the Relationship between Organizational Health Managers' Commitment (Case Study: Cooperatives of Mehr Housing in Shushtar County)

¹Mahmoud Shirali, ²Mohammad Feizi, ³Hossein Alipour

¹Department of Management, Germe Branch, Islamic Azad University, Germe, Iran

²Department of Management, Meshkinshahr Branch, Islamic Azad University, Meshkinshahr, Iran

³Department of Management, Khalkhal Branch, Islamic Azad University, Khalkhal, Iran

ARTICLE INFO

Article history:

Received 25 March 2014

Received in revised form 20 April 2014

Accepted 15 May 2014

Available online 5 June 2014

Key words:

Managers' Commitment -
Organizational Health - Components
of Organizational Health -
Components of Managers'
Commitment

ABSTRACT

Managing the human resources is one of the managing and supportive processes in all large organizations. Likewise the other managing and supportive processes, it is expected to support the strategic programs and the line units. The employees' commitment to the organization can be regarded as one of the factors in achieving the strategic objectives of the organization. The employees' commitment can be regarded as the productive intangible assets to an organization. In other words, The employees' commitment can be interpreted as an objective (not a means), that is when there is a healthy organization, its employees and managers might feel that they have a high engagement. On the other hand, a healthy organization can only come into existence along with a strong, wise, and lyric management and leadership. We can see the greater role of the managers in organizational health when they are identified to be the key factors in creating organizational change leading to moving the organization towards greater health. As a result, a great dynamism has been occurred for understanding, identifying, and restructuring the organizations in recent years. The main objective of this study was to investigate the relationship between organizational health and management commitment (organizational commitment of managers) in the cooperatives of Mehr in shushtar county. The statistical analysis of the data obtained from a sample of managers and professionals of the cooperatives of Mehr in shushtar county cooperatives demonstrates a meaningful and positive correlation coefficient and the significant number of 0.00 between the organizational health and managers commitment. It can be inferred from this study that one of the important and influential factors in managers' commitment is organizational health which have to be considered as a special factors in enhancing the managers' commitment towards the organization.

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To Cite This Article: Mahmoud Shirali, Mohammad Feizi, Hossein Alipour., Examining the Relationship between Organizational Health Managers' Commitment (Case Study: Cooperatives of Mehr Housing in Shushtar County). *Adv. Environ. Biol.*, 8(9), 120-125, 2014

INTRODUCTION

Managing the human resources is one of the managing and supportive processes in all large organizations. Likewise the other managing and supportive processes, it is expected to support the strategic programs and the line units [1]. The supportive role refers to designing and conducting all endeavors and measures undergone through the human resources management in a manner that directly or indirectly contribute the organization in order to achieve its strategic goals.

Organizational commitment is one of the factors in achieving the strategic objectives of an organization. Organizational commitment as the generator of intangible assets can be interpreted as an objective (not a means). An organization with higher levels of commitment can be considered as a more comfortable location for working in comparison with an organization with lower levels of commitment since the employees contribute to their much more, are happier, and have more excitement, enthusiasm and cooperation when coming to the organization [1].

When there is a healthy organization, its employees and managers might feel that they have a high engagement. On the other hand, a healthy organization can only come into existence along with a strong, wise, and lyric management and leadership. We can see the greater role of the managers in organizational health when they are identified to be the key factors in creating organizational change leading to moving the organization towards greater health. As a result, a great dynamism has been occurred for understanding, identifying, and restructuring the organizations in recent year.

Corresponding Author: Mahmoud Shirali, Department of Management, Germe Branch, Islamic Azad University, Germe, Iran.

In a study, Suie and her colleagues investigated the relationship between the teachers' perception of the school health and teachers' characteristics. Based on their findings, the condition of the school health can predict the teachers' organizational commitment. Moreover, the five dimensions of scientific emphasis, observation, institutional unity, morale and influence of the manager among its seven dimensions of organizational health are the variables predicting the organizational commitment. In particular, the three dimensions of observation, scientific emphasis, and institutional unity of the manager have a high power in predicting the teachers' organizational commitment. Results showed that selecting the school as the unit of analysis, the overall indicator of organizational health (as a result of all dimensions of organizational health) can become a practicable and strong means of diagnosis for studying the quality of school life.

In another study, Suie and Cheng investigated the conditional relationship between the school organizational health and teachers' organizational commitment using the multilevel analysis in Hong Kong. Based on their findings, the relationship between the school organizational health and teachers' organizational commitment is contingent on the teachers' characteristics. Furthermore, Nir in a study entitled school health and its relationship with teachers' engagement found that unlike the job control variables and personal characteristics, the school health variable can be regarded as the main predicting variable in predicting the teachers' commitment. Moreover, teachers in healthy schools compared to teachers in unhealthy schools can perceive more commitment to their school and students. Furthermore, among the considered dimensions of organizational health, structuring relating to the behavior of manager in defining the relations, labor relations with the teachers, and their occupational expectations is the most important variable in predicting all kinds of commitment.

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2- Research Methodology:

Today, scientific research has a significant impact on the development of science and human knowledge. Although the agreement among scientists and researchers about the definition of scientific research is not an easy task, an acceptable definition of it is that: Scientific research is a systematic, controlled, empirical, and critical study of one or several hypothetical theories concerning the possible relationships between natural phenomena.

2-1 Method:

This research is applicational considering its purpose and descriptive considering its type of data collection. A descriptive research describes and interprets whatever exists and pays attention to the existent conditions and relationships, common beliefs, processes, evident effects or expanding trends. Its focus is primarily on the present; however, it also investigates the past events and effects relating to the current situation. One of the descriptive methods of research is the correlational study. In this type of study, the relationship between the variables is analyzed upon the research purpose.

The specific questions are under investigation based on the research purpose and problem including questions related to organizational health. The mentioned questionnaire has been first prepared by Hoy and his colleagues having the three levels of (technical, administrative, and institutional) in 7 dimensions (morale, scientific emphasis, observing the structure, supporting the resources, manager influence, and institutional unity) and 44 speeches in the 5-choice model of Lickert which was translated to Persian by Haghigat Joo.

The scoring procedure of the organizational health questionnaire is devoting reversed score to the questions 2, 3, 4, 5, 6, 7, 12, and 30 due to their negative influence on organizational health dimensions. The calculated score of 170-220 shows that the organization enjoys a high degree of organizational health. The calculated score of 132-169 shows that the organization enjoys a high degree of organizational health. The calculated score of 88-131 shows that the organization enjoys a medium degree of organizational health. The calculated score of 44-87 shows that the organization enjoys a low degree of organizational health.

2-2 Conceptual model of the study:

All research studies are based on a conceptual model that identifies the considered variables and the relationships between them.

This conceptual model which is recognized by other topics like theoretical framework, mental map, and analytical instrument is a model in which the researcher proposes a theory based on it about the relationship between factors which are identified as important in the development of the issue. This theory cannot be necessarily the researcher's speech and might be logically derived from the previous studies about the concerned issue. The conceptual model of the study showing the relationship between the elements of organizational health and employees' commitment has been provided in the following figure.

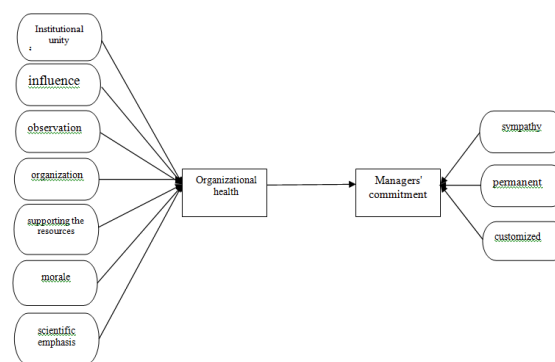


Fig. 1-3: Conceptual model of the study.

2-3 Statistical population and sample:

The sample population of this study is comprised of 250 (N = 250) managers of the Cooperatives of Mehr Housing in Shushtar County. Applying a simple random sampling, it was investigated if firstly the sample distribution is done appropriately in all classes of the society and secondly all classes of the society are studied.

2-4 Instruments:

Any phenomenon has qualitative and quantitative features. Being aware of these features depends on the nature and method of achieving them. These phenomena naming as variables evolve over time. The purpose of any descriptive or explanatory research is accessing to the information about the changes. In any study, finding out an answer and solution to the selected problem requires achieving the data through which the hypotheses which were propounded as possible and temporary answers for solving the research problem can be tested..

3-Data analysis:

3-1 Descriptive statistics:

A set of concepts and methods applied for organizing, summarizing, preparing tables, drawing graphs and describing the gathered data is descriptive statistics. In general, descriptive statistics presents the abstract and image of the observed data using standard figures and graphs.

3-2 Inferential statistics:

A) Kolmogorov - Smirnov (KS):

This test is applied in order to investigate the proposed claim about data distribution of a quantitative variable. Upon the significant (**Sig**) number of less than 5 percent, the null hypothesis (**H₀**) would be rejected and as a result the normality claim would not be accepted.

B) Spear man test:

Investigating the relationship between variables in statistics is referred to as correlational study. The amount of correlation between the variables is called correlation coefficient which usually varies between zero to +1 and zero to -1. The correlation coefficient of +1 shows a perfect positive correlation, the correlation coefficient of -1

shows a perfect negative correlation, and the correlation coefficient of 0 shows no correlation between the variables. Table (1-1) shows the interpretation of the correlation coefficients.

Table 1-1: interpretation of correlation coefficient (Delavar, 1377, p. 206).

correlation coefficient	meaning
0/0 .19	Very low correlation
.20 .39	low correlation
.40 .69	medium correlation
.70 0/89	High correlation
0/90 1	Very high correlation

Nowadays, data analysis is considered as the most fundamental and important parts of the research in most researches based on the collected data from the subject of research. Raw data is analyzed using statistical techniques and is processed in order to be provided for the consumers as information. To investigate the relationship between variables, the Spearman test, as described in Chapter III, is used

The Spearman correlation test allows to examine its meaningfulness by taking into account the significance level ($\alpha = 5\%$). **SPSS 16** as statistical software shows a meaningful level after calculating the Spearman correlation coefficient since the obtained value is less than 5%. However, if the obtained value is more than 5%, the null hypothesis can be accepted leading to the nonexistence of a meaningful relationship between the considered variables. In this section, the research hypotheses will be analyzed.

According to the above conditions and obtained information, we will discuss the descriptive analysis of each state with its related diagrams. Table (1-2) shows the situation of the subjects regarding gender. 89.2 percent of the participants were male and 10.8 percent of the participants were female.

Table 1-2: Background information on the gender of the subjects.

Cumulative frequency	percentage	frequency	gender
89.2	89.2	116	male
100.0	10.8	14	female
	100.0	130	total

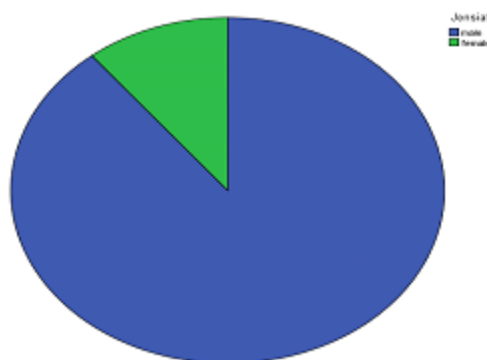


Fig. 1-4: The gender of the subjects.

According to the above conditions and obtained information, we will discuss the descriptive analysis of each state with its related diagrams. Table (2-1) shows the situation of the subjects regarding gender. 89.2 percent of the participants were male and 10.8 percent of the participants were female.

Table 1-3: Background information on the gender of the subjects.

Cumulative frequency	percentage	frequency	gender
89.2	89.2	116	male
100.0	10.8	14	female
	100.0	130	total

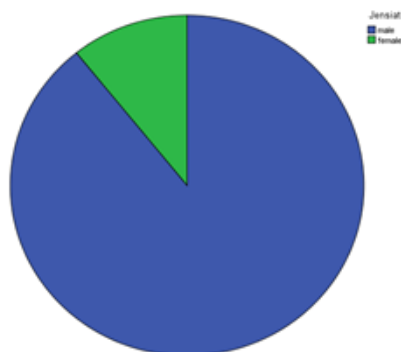


Fig. 1-4: The gender of the subjects.

Conclusion:

The sample population of this study is comprised of 130 managers of the Cooperatives of Mehr Housing in Shushtar County. Due to the loss of the questionnaires, 145 questionnaires were distributed and collected. This study has one major and seven minor hypotheses. In the following, the results obtained from the study will be presented considering the collected data, statistical tests, and the necessary recommendations. There is a meaningful relationship between the organizational health and managers' commitment of the the Cooperatives of Mehr Housing in Shushtar County.

This relationship may be explained as: when a person is working in an organization which has a good level of organizational health may do a better job with less stress and will try to be more committed to the organization.

Perhaps the main reason behind having a desired state of organizational health is having deserving managers, committed and conscientious employees, optimal atmosphere and culture, adopted leadership style, participation of members in decision-making, proper use of existing resources, logical communication, and the other motivating factors.

There is a meaningful relationship between the manager's influence and managers' commitment in the Cooperatives of Mehr Housing in Shushtar County. Andrudy in his study stresses that there is a meaningful relationship between organizational health in case of manager's influence and organizational commitment which conforms to the present study.

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