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## Designing a Model and the Accreditation of Organizational Health

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### Abstract

**Purpose:** The purpose of this research is to design a model and accreditation of the organizational health. **Methodology:** The research method was applied in terms of purpose and qualitative in terms of data type. The statistical population of the study consisted of the university experts and senior managers of Tehran municipality. Ten people were selected using purposeful sampling method and saturation principle as the sample. The interview with the experts indicated that the interview was valid, Reliability method between two encoders was used to calculate the reliability.

**Findings:** The results indicated that the interview was valid and reliable. Content analysis was used to analyze the research data. The results of the research showed that the organizational health pattern in the municipality included the bonus components, flexibility, job commitment, successor planning, trust, effective relationships, comprehensive leadership, work-life balance, environment perspective, teamwork, specific system, developing the skills and competencies, clear vision and job success. **Conclusion:** With the regard to the mechanisms, facilitators and barriers ahead, a general model was presented for the organizational health.

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## 1. Introduction

Today, the researchers of the organizational issues agree that organizations are systems of human resources that many people spend a long time in. Therefore, people in organizations form the communities and establish social relationships to improve their communities (Jaques, 2017). The organizations need a driving force to improve the organizational relationships and put people in the right direction. This stimulus factor can be organizational health. Organizational health is based on the multilateral cooperation between the staff and managers. Many researchers believe that managers' perceptions of the quality of their work environment will affect their commitment to work, and ultimately their commitment will affect career performance and quality of work. Health means the lack of illness and disease in an organism (living organism). A healthy organization seems to be a creator, and must have features such as changing, new thoughts and people's effort (Prince, et al, 2018; 95).

Today, most strategists agree with the view that the first social responsibility of each company is to profit from the future costs, because if it does not achieve such a profit, no other social responsibility will arise (Arne Orvix; 2012). Organizations must act as part of a larger system in which they are located, as they form a subsystem of the entire social system (Grigoroudis, et al et al., 2012: 213).

To assess the organizational health, four levels of analysis with twelve factors are emphasized. These four levels are: the basic level or infrastructure whose components include leadership, succession planning, and employee health and success. The level of culture involves mutual respect and trust, effective relationships, and the balance of work and life. The structural-cultural level includes the development of skills and competences, a transparent and coherent vision, a system of recognition and reward, and finally, a fourth level executive that includes the flexibility, employee commitment, and teamwork. The healthy organization's capacity is beyond the proper functioning and environment-friendly structure. In a healthy organization, individuals and groups achieve significant growth capacity while maintaining the internal stability and balance. A healthy organization is able to facilitate and maintain organizational health for its members. This requires that the organization itself be healthy. Healthy organization can improve the health of its members (Maiko, 2008).

Continuity and sustainability of health status will make the organization productive, agile and flexible. Organizational health refers to the capabilities of an organization to achieve its goals based on an environment that improves the performance of the individual and the organization and protects the employee's well-being. In this organization, the satisfaction and health of employees (physical, intellectual and social) is very important, as it provides a framework for improving the organizational performance (Song, et al., 2009: 989). From the social point of view, the most interesting point for organizations is to have employees who do their jobs well. Good performance and well-being increase the productivity of the organization, which ultimately leads to an increase in the national economy (Volegtin.c, 2011: 61). Efforts to improve the health of the organization and the well-being of the workforce must begin the organization itself, that is, the healthy work area needs to be upgraded and improved to achieve the organizational health improvement (Yousef, 2017: 79).

Sheikhi et al. (2016), in a research on organizational health, found that there are elements of flexibility and teamwork and participation in organizational health that have a positive impact on the organizational culture. Taghvaie Yazdi (2016), in his research found that there is a significant relationship between the organizational health components with organization's ethical features such as organizational trust and social responsibility. Shariatmadari (2015), also considered the organizational health components (construction, observation, resource support, morale, scientific emphasis, and institutional unity) and stated that they are related to the organizational effectiveness. Health is essential in organizations, therefore, the present study aims to contribute to this issue by designing a model and validating the organizational health in Tehran municipality and suggests the necessary mechanism for creating a healthy environment.

## 2. Methodology

The research method is based on the nature of the data (qualitative), and applied in terms of the research goal.

The statistical population of the research qualitative section includes the academic experts and senior managers of Tehran municipality. The research experts were those who were prominent in terms of knowledge and information on organizational health and were able to provide a significant symbol of the community with providing accurate information. The purpose of this study was to determine the samples with using judgmental sampling method. Ten people were considered as the sample of the interviewee.

In this study, a semi-structured interview was used to collect the data using a library method. After conducting 10 interviews, the main and sub factors from the previous interviews were repeated and the researcher reached saturation. During the interview, it was compiled the comments on the appropriate indices for determining the effective factors on organizational health and the main and the sub factors were considered and finalized. The duration of the interview was between 30 and 60 minutes.

The valuable ideas of the professors and the experts in Tehran municipality who were well-known and knowledgeable in this field were used in order to ensure the validity of the research and to ensure the accuracy of the findings from the researcher' point of view. Reliability method between two encoders used to calculate the reliability of the research. The reliability of two encoders was 75.1% based on the calculations, which indicated a good reliability.

Content analysis was used to analyze the qualitative data of the research. In this scheme, the analysis steps of the data collected was implemented through open coding and axial coding.

## 3. Finding

In this section, research data are analyzed and evaluated using scientific methods in the qualitative section, but before data analysis, data pre-processing was investigated.

What are the components and organizational health indices of Tehran municipality managers and employees?

**Table 1.** Interview Questions

row	question
1	What is your definition of organizational health in the municipality of Tehran?
2	In your opinion, what are the factors that determine the organizational health in Tehran municipality?
3	From what point of view, how can the managers of the municipality influence the constituent factors of the organizational health in Tehran municipality?
4	What do you consider as facilitators and barriers to implement the organizational health in Tehran municipality?
5	What do you consider as executive mechanisms to implement the organizational health in Tehran municipality?

In Table 2, a checklist for the results of the content analysis of the interview was presented on the organizational health dimension of the municipality staff and managers.

**Table 2.** Checklist for the results of the content analysis of the interview

Component	concepts	code
flexibility	As head of the municipality, I try to work as much as possible at my own power and capacity.	A1
	Employees are able to easily meet with me as municipality head for solving job problems.	A2
	as the head of the municipality, I care my staff in my organizational decisions	A3
	As the head of the municipality, I easily provide the organization facilities for my staff.	A4
	as the head of the municipality, I will review and then implement the recommendations, in consultation with the experienced colleagues	A5

	As head of the municipality, I am able to consult with the heads of the organization to resolve the problems.	A6
	As the head of the municipality, I usually do not encounter obstacles and organizational difficulties from my principals.	A7
	As the head of the municipality, I usually delegate the authority to staff for making decisions on occupational affairs.	A8
	There is coordination between my innovation management, as the manager of the municipality and the organizational support for the employee's career excellence.	A9
Job commitment	As the head of the municipality, I expect employees to perform their duties in a timely manner.	B1
	As head of the municipality, I would like the employees under my supervision, to feel responsible for their duties.	B2
	As the head of the municipality, I have no desire to check the employees' attend and absent in the organization	B3
	As the head of the municipality, I try to provide the staff with adequate knowledge of the quality of their expected performance.	B4
	As the head of the municipality, I try to contribute staff under my supervision to the organization's improvement and cooperation.	B5
	As the head of the municipality, I am glad to solve the problems of the colleagues.	B6
	As a head of the municipality, I am committed to the responsibility of the organization.	B7
	In my opinion, as the head of the municipality, paying attention to the common work in the organization to solve the problem of colleagues is a necessity.	B8
team work	As head of the municipality, I try to create coordination and coherence in the work of the members of the organization.	C1
	As a municipality director, I sincerely cooperate with staff in solving administrative problems.	C2
	As head of the municipality, I feel that with teamwork we overcome the problems facing the client.	C3
	As head of the municipality, I am working with my employees to solve the organizational problems.	C4
	As head of the municipality, I always want to create self-employed working groups to achieve the organizational goals.	C5
	As the head of the municipality, I believe that with more cooperation, things are done with speed and quality.	C6
Development of skills and competencies	As the head of the municipality, I try to provide the facilities for implementing the technical skills of the staff.	D1
	As a municipality director, I continuously promote innovative ideas in the organization.	D2
	As the head of the municipality, I try to promote the employees' creativity and application of the ideas in the organization continuously.	D3
	As a municipality director, I encourage employees to create new ideas, regardless of the range of their activities.	D4
	As a municipality director, I support my employees' new ideas.	D5
Bright Outlook	As the head of the municipality, I explain the description of the ethical administrative duties and expectations of the organization for the employees.	E1
	The municipality under my management, is not vulnerable to environmental pressures.	E2
	The inappropriate demands of the protesting client cannot change the policy of the municipality for the staff with my management.	E3
	As a manager, I try to make the staff aware of the expectations of the organization	E4
	As a manager of the municipality, I always try to establish a system of coordination in the organization between the duties of the employee and the responsibility of the employees.	E5
Specific system	As the head of the municipality, I pay attention to increasing efficiency.	F1
	As the head of the municipality, I pay attention to the timely presence, non-attendance, and observe the order of the staff in the organization.	F2
	As the head of the municipality, I will pay attention to the cleanliness and restoration of the building of the organization.	F3
	As the head of the municipality, I believe that the organization under my management, accepts the logical demands of the client.	F4

	As the head of the municipality, I believe that in this organization, organizational rules are designed in the form of a circular to carry out the duties of the employees carefully.	F5
	As the head of the municipality, I have developed criteria in the job description of the employees that determine their performance.	F6
reward	As the head of the municipality, I set certain criteria for evaluating the staff.	G1
	As the head of the municipality, I appreciate and encourage the staff to make constructive suggestions in the job duties.	G2
	As the head of the municipality, I appreciate the good performance of the staff in the organization.	G3
	As head of the municipality, I welcome innovative growth and organizational projects and improve the employees' performance.	G4
	As the head of the municipality, I try to appreciate employees in the organization based on their ability to work.	G5
	As a municipality head, I try to balance work between job responsibilities and reward.	G6
	As a head of management, I try to encourage ideas related to the promotion of the organization.	G7
	Creative staff in the organization has the particular importance to me as the head of the municipality.	G8
	Promotion of technical knowledge in the municipality for the creative staff.	G9
	As a municipality head, I support the growth of the business and organizational responsibilities of responsible employees.	G10
	As the head of municipality, I try to use the suggestions of more responsible staff in the organization.	G11
Comprehensive leadership	As the head of municipality, I like that staff members feel like they are boss in their organization and that their decisions need not to be re-examined.	H1
	As the head of the municipality, I have defined the sense of independence in fulfilling the tasks assigned to the organization.	H2
	As the head of the municipality, I have tried to link the relationship between different management categories to reflect the problems of employees to top management of the organization.	H3
	As the head of municipality, I have tried to maintain a good quality in selecting creative employees.	H4
	As head of the municipality, I negotiate with the talented staff for the excellence of the organization.	H5
	As the municipality head, I suppose that the technical skills of employees for an organization is a necessity.	H6
	As the head of municipality, I try to deal with the constructive critique of the staff.	H7
successor planning	As the head of municipality, I try to take the constructive comments of the staff.	I1
	As the head of municipality, I allocate the sufficient funds to the organization for the excellence of the organization.	I2
	As the head of the municipality, I suppose there is enough time to carry out the duties and responsibilities.	I3
	As the head of municipality, I try to adjust the work of the employees according to the administrative time.	I4
	As the head of municipality, I have been working to create a space in the organization that employees can use their full potential.	I5
	As the head of municipality, I think that there are identical ways to carry out activities in the organization.	I6
	As the head of municipality, I suppose there is a strategic planning for the organization's excellence.	I7
Job Success	As the head of the municipality, I think there is a professional selection of creative employees in the organization under my management.	I6
	As the head of municipality, I think that the risk term among employees under my supervision, is a positive concept.	J1
	As the head of the municipality, I am giving more attention to motivating employees in the organization.	J2

Trust	As the head of municipality, I think the staff under my supervision, create new ways to do the right thing.	J3
	As the head of municipality, I think that employees with a new idea, have enough time to grow their own ideas.	J4
	As the head of municipality, I increase the staff responsibilities in areas that have been successful.	J5
	As the head of municipality, I maintain the respect for mutual relations with employees.	K1
	As a head, I consider the personal and family issues of the staff.	K2
	As the head of municipality, I do not mention the mistakes of employees in the presence of others.	K3
	As the head of municipality, I believe that the staff relationships in the organization are rich in integrity and intimacy.	K4
	As the head of municipality, I support employees against unreasonable demands from the client.	K5
	As the head of municipality, I try to persuade the trust among employees.	K6
	As the head of municipality, I try to educate the staff to consult each other on the resolution of the organizational problem.	K7
Effective relationships	As the head of municipality, I was treated so that employees could easily exchange business issues with me.	L1
	I participate among employees in resolving disputes.	L2
	As a head, I have the human resources prone to look positively and optimistic.	L3
	As a head, I provided a field where employees in the organization could easily provide technical skills.	L4
	As a head, I have full knowledge of the technical skills of the staff.	L5
	As a head, I think that employees under my supervision, have appropriate working relationships, like members of a family in the organization.	L6
Work and life balance	As a head, I try to encourage the staff to work with compassion and serious.	M1
	As a head, I feel satisfied with my work and being in such an environment.	M2
	As a head, I enjoy relative inner peace.	M3
	I decide for myself how to implement my job.	M4
	As a head, I think there is a proportion between the time and responsibility of the organization.	M5
	In the municipality, there has a space where employees can judge correctly in the fair division of tasks.	M6
	My decision as a head, is important in the first place.	M7
Environment perspective	As a head, I explain to my staff the description of the ethical administrative duties and expectations of the organization with regard to the country's prospects.	N1
	As a head, I have tried to manage the organization so that it is not vulnerable to environmental pressures.	N2
	As the head of the municipality, I do not allow the unwanted demands of the protesting clients outside the organization to change the organization's policy for the staff.	N3
	As a head, I explain the description of the ethical administrative duties and expectations of the organization according to the rules of the community for the employees.	N4
	As a head, I guarantee that the organization is not vulnerable to environmental pressures.	N7

In the table above, the basic concepts derived from content analysis are presented. The information in the table above represents the main axis of the research questions and in the second part of the table, the responses provided by the interviewees are derived from open coding. In the third section, the interviewees' code is presented. In some tables, a number of interviewees did not answer the questions, or answered several questions in several ways. Finally, 100 indices were extracted from interviews with experts.

What model can be designed and validated for the organizational health?

The KMO index and the Bartlett test were used to analyze the data in this section. The results showed that the KMO index is greater than 0.6 and represents the values almost equal to one, indicating the adequacy of the sample size based on the identified indices for the factor analysis. The significance level of 0.000 for



Bartlett's test also indicates the suitability of the research variable for factor analysis, since the hypothesis of the integrity of correlation matrix is rejected. In the table below, you can also see the total variance explained.

**Table 3.** Explanation of the variance of the extracted components

Factors	Special initial values			Total square of the extracted loads			Total square of rotated loads		
	Total	Variance	cumulative percentage	total	Variance	cumulative percentage	total	Variance	cumulative percentage
1	53.773	53.773	53.773	53.773	53.773	53.773	12.163	12.163	12.163
2	3.516	3.516	57.289	3.516	3.516	57.289	10.955	10.955	23.117
3	2.458	2.458	59.747	2.458	2.458	59.747	9.961	9.961	33.078
4	2.076	2.076	61.823	2.076	2.076	61.823	9.617	9.617	42.695
5	1.721	1.721	63.543	1.721	1.721	63.543	6.366	6.366	49.062
6	1.552	1.552	65.095	1.552	1.552	65.095	4.975	4.975	54.037
7	1.334	1.334	66.429	1.334	1.334	66.429	4.842	4.842	58.879
8	1.276	1.276	67.704	1.276	1.276	67.704	3.774	3.774	62.653
9	1.185	1.185	68.889	1.185	1.185	68.889	3.544	3.544	66.197
10	1.153	1.153	70.042	1.153	1.153	70.042	3.045	3.045	69.242
11	1.08	1.08	71.123	1.08	1.08	71.123	1.544	1.544	70.786
12	1.025	1.025	72.147	1.025	1.025	72.147	1.189	1.189	71.975
13	1.014	1.014	73.161	1.014	1.014	73.161	1.187	1.187	73.161
14	1.005	1.005	74.166	1.005	1.005	74.166	1.176	1.005	74.166
15	0.842	0.842	75.008						
16	0.812	0.812	75.82						
17	0.785	0.785	76.605						
18	0.764	0.764	77.369						
19	0.746	0.746	78.115						
20	0.69	0.69	78.805						
...									
99	0.055	0.055	99.944						
100	0.054	0.054	99.998						

According to the above table, the first 14 factors have special values larger than one and remain in the analysis. These factors account for approximately 74% of variance in the indices of organizational health components. In order to investigate the nature of the relationships between variables and to achieve the definitions and naming of factors, coefficients above 0.4 in the definition of factors are important and significant and coefficients less than these limits are considered as the random factor.

**Table 4.** Detected components identified after using existing literature

Number of index	Component name	Structure
11	reward	organizational health
9	flexibility	
8	Job commitment	
8	Planning successor	
8	trust	
8	Effective relationships	
7	Comprehensive leadership	
7	Work and life balance	
7	Landscape of environment	
6	team work	
6	Specific system	

5	Development of skills and competencies
5	Bright Outlook
5	Career Success

According to the above identified factors, the final conceptual model of the research is as follows:

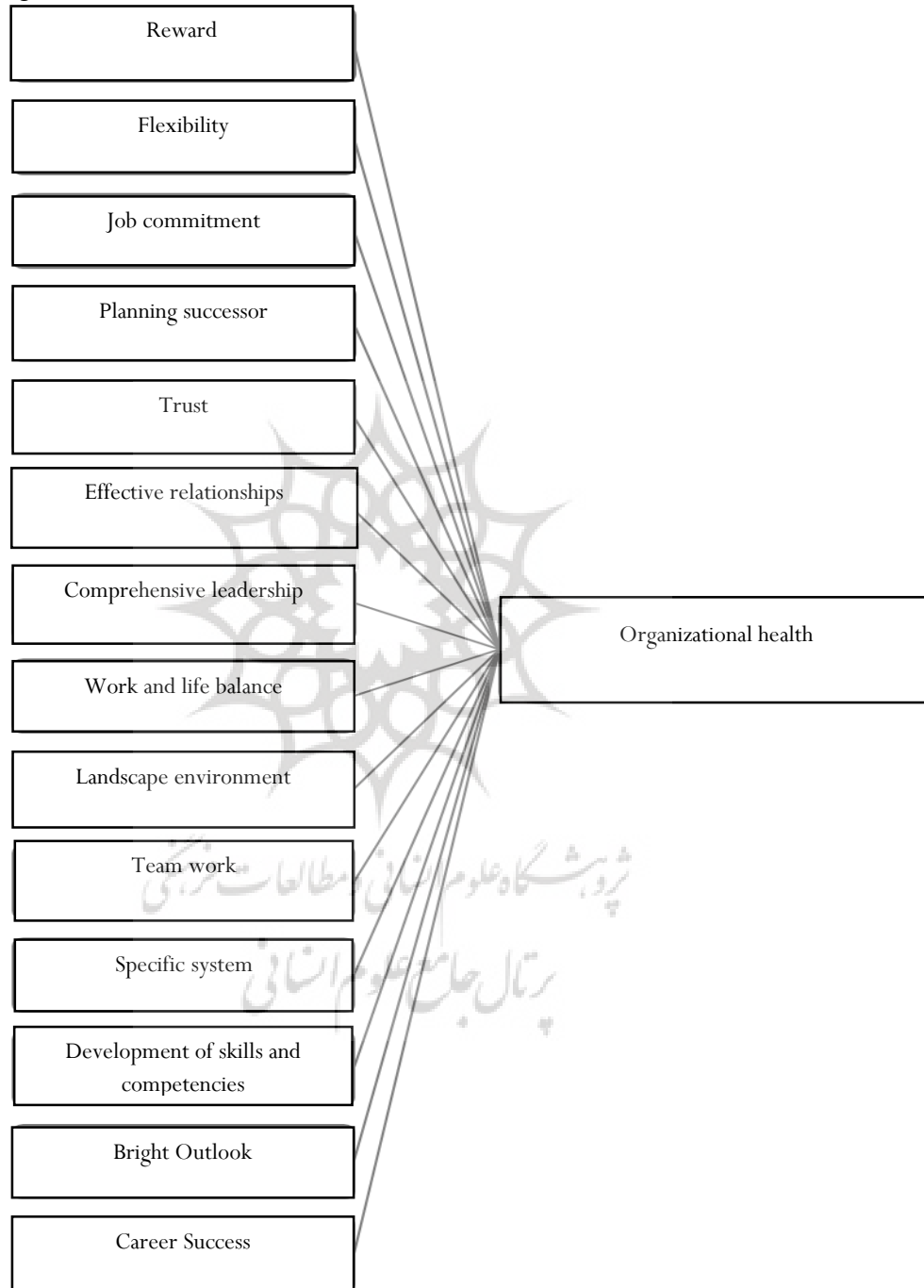


Figure 1. Final Pattern of Research

First sub-question: What are the executive mechanisms for implementing the organizational health strategies in Tehran municipality to improve the ethical competence of managers and staff?



**Table 5.** Implementation mechanisms for implementing organizational health strategies in Tehran municipality to improve the ethical competency of managers and employees

Implementation mechanisms for implementing organizational health strategies in Tehran municipality to improve the ethical competency of managers and employees	Developing an operational plan for improving organizational health
	Determine the priorities of the program in order to improve the health of employees and managers in the organization
	Continuous assessment of organizational health in the organization
	Establishment of the Specialist Center for the Promotion of Organizational Health at Organizational Units
	Self-assessment of managers and staff from organizational health

Second sub-question: What are the facilitators and barriers to implement the organizational health in Tehran municipality in order to promote the ethical competency of managers and staff?

**Table 6.** Executive mechanisms for the organizational health promoting of Tehran municipality

Organizational health facilitators in Tehran municipality	Improvement of organizational culture for promoting organizational health
	Change the organizational strategies for organizational health promotion
	more organizational leadership support of employees
	Improvement of social responsibility of employees and managers to promote the organizational health
	Attention to meritocracy for the organizational health promotion
Barriers to organizational health implementation in Tehran municipality	Continuous assessment of the individuals' organizational health in the organization
	More attention to the welfare of staff in the organization
	weak relationship between staff and management
	Lack of a clear policy from the organization to improve the organizational health
	Lack of facilities, rewards and encouragement to improve staff passion and organizational health
	The lack of ethical leadership approaches to spread the mental health of individuals in the organization
	Lack of healthy organizational environment

#### 4. Discussion

Undoubtedly, the organizational health is an important key to affect many organizational relationships. This term is now considered by many scholars because it can have many positive consequences for the organization, and its lack destroys the organizations. Organizational health is the organizational durability and survival in its environment, and the promotion and expansion of its ability to adapt; in fact, it is a relatively new concept and includes the organization's ability to perform its tasks effectively. A healthy organization is where people want to stay and be and beneficial and effective there. The success and health of the municipality organization can be found in the study of its organizational health resources. Organizational health resources are the desire of individuals to establish relationships in work and activity (communication management), learning resources that include systemic thinking learning and the establishment of a continuous learning system in the organizations and the learning organizations (knowledge management), the willingness of organizations to improve and evaluate management systems in a simple and obvious way (change management), including system redesign and deformation, and improvement and well-being with meetings and organizational health councils in each entity. Establishing meetings and health councils can follow the steps and process of work and control the success and effectiveness of the organization.

In the present study, it was stated that the identified components of the organizational health model are consistent with the components mentioned in the model of the experts, and comprehensively, all components of organizational health are integrated into one model. The research considers the organizational health components, rewards, flexibility, job commitment, successor planning, trust, effective relationships, comprehensive leadership, work-life balance, environmental vision, teamwork, specific system, skills development and competencies, and job success, as the main components of organizational health. Considering the uncertainties of the environment that is changing day by day with the influx of new information and communication technologies, the organizational flexibility should be considered. The organizational health cannot be guaranteed without the flexibility in the today world. In addition, attention to organizational communication as a driving force should be considered for making trust, participation, and making team. Having a lawful and disciplined system as well as a clear vision that accurately states the organizational goals is essential for organizational health. Ultimately, the effective leadership and a balance between work and social life should be taken into consideration. Leadership is an important issue that can be addressed in Tehran Municipality as a factor affecting many organizational implications. Effective and comprehensive leadership can, while guaranteeing organizational health, lead the Municipality employees and managers towards the organizational excellence.



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