ORIGINAL ARTICLE

A Survey of the Relationship between Organizational Health and mental health with Achievement Motivation among the Employees of Medical Sciences University of Zahedan

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ABSTRACT
The present study was done to investigate the relationship between organizational health and mental health with achievement motivation of the employees of Medical Sciences University of Zahedan. 276 administrative non-faculty member personnel were selected by random sampling. Then, measurement instruments including the questionnaire of organizational health and mental health with 28 questions and Achievement Motivation Test (ACMT) with 50 questions were applied. The validity and reliability of the tests were computed by various researchers in various levels and were standardized but in the present study by the experts to support the validity, the questionnaires were used in test-retest and its reliability was calculated by Cronbach's alpha and they were significant. The data were analyzed by Pearson correlation coefficient and regression analysis. The results showed that there was a significant relationship between organizational health and mental health with achievement motivation of the employees. There was no significant relation between the mentioned variables in terms of gender, education, marital status, experience and age of the employees.
Keywords: Organizational health, mental health, Achievement Motivation, Administrative Employees, Medical Sciences University of Ahavaz.

INTRODUCTION

It can be said that some factors as organizational climate, organizational health, organizational justice and mental health are most prioritized issues in developing the authorities of state organizations that are the employees. The concept of organizational health allows us to have a great image of organization in our mind as in healthy organizations, employees are committed and they have high morale and performance. The communication channels are open, useful and people love to go to their work place and they honor to work in the organization and are assure in terms of physical, security, belonging and meritocratic aspects and give value to specialization and developing the capabilities. They know the goals well and participation is on the priority and cooperation, innovation, independency and conformability are observed in the works. The employees with high morale try to solve the problems. This is due to the fact that in the past the organizational health researches were focused on work physical environment but new researches emphasized mental components in work place and attempt to create an environment for progress of the people with high behavioral and emotional conformability and they have mental health. The identification of the organization managers of evaluation indices of organizational health and mental health criteria of the employees is a success key that let him at any time or place for fulfill the organizational goals plan, organize and manage administrative social healthy environment. One of the factors is achievement motivation that is one of the important social motivations and one of the personality features of each person and is different between people and by which the special behaviors are predicted. Achievement motivation is the inclination for full evaluation of the performance based on the best criteria and the attempt to be successful in performance and having enjoyment with success in the performance. The common point in progressive situations is that a person knows his future performance is a significant evaluation of personal competence. People with high achievement motivation

know themselves responsible to the results of their performance and evaluate it and they are less inclined to the works their result depends upon the chance and they evaluated themselves compared to others as logical and they have high innovation and are futurist, with high self-esteem and persistence at work.

Briefly, by creating healthy organizational environment and by establishment and creation of mental health stimulate the motivational points of people and by correct training increase it and apply it in fulfillment of organizational goals, facilitating the affairs, employees' satisfaction and clients.

Organizational health concept

Organizational health is the ability of the organization in keeping and conformability with environment and improving the abilities [1]. Human being in organizations plays the most important role and they personify the organization. Likening the organizations to an alive creature make some concepts as conformability and organizational compatibility, health and improvement of the organization and organizational life periods as common in management and organization literature [2]. Matthew Miles considered the features of healthy organization in providing three main needs of duty, survival and growth of organization and he as the first theorist of organizational health considered the effective factors forming organizational health as good level of the following items: Adaptation, problem-solving adequacy, goal focus, communication adequacy, optimal power equalization, resource utilization, cohesiveness, morale, autonomy, and innovativeness [3].

Mental health

Mental health is the feeling of a person to himself and the surrounding world and namely based on the responsibility to others, how his adaptability with himself and identification of temporal and spatial situation is of great importance [4]. According to Erlin et al., [5], mental health is a unified action method and its aim is maximizing the ability of a person. According to him, health requires that a person keeps balance and organized direction with environment in which its action is revealed. This type of uniformity and balance at individual level shows the spontaneous performance in multiple dimensions and in various levels, inside these dimensions, various dimensions of physical, spiritual (psychological, social, emotional and intellectual) are found [6].

Achievement motivation

Achievement motivation of Rabainer is defined as general inclination to success in special field. Achievement motivation is the internal state motivating a person to do special activities and it is used traditionally to be determined for the activity of people. The need to achievement is determined by inclination to high criterion of superiority and setting unique goals. IN such condition, the respondent is concerned about the competition with high criterion. This type of concern is clarified or there are adequate evidences for this competition. It is the self-directing condition for good performance and describing required application of work quality. Sometimes, they consider the long-term goals of achievement or doing unique affairs. The dimensions of achievement motivation based on Karami [7] are as:

4-1 Success expectation: In this state, people feel need to achievement and success. Before considering the rewards of achievement, they consider the achievement and success nature and they try to do the works better and with high efficiency.

4-2 Seeking superiority: It is not dominating others and achieving social preferences and it is giving unity to the personality and it is an attempt that a person gets complete and actualizes his potential talent and it is done toward perfection [8].

4-3 Autonomy: This feature causes that people don't fear that they are different or they are mocked, what is important for them is their thought about themselves and their behavior not what others think about them and their works.

4-4 Attempt-orientation: Human interest in learning, self-test and experience. Attempt and persistence is a valuable capital. Persistence causes actualization of other internal and external empowerment and high experiences are obtained of persistence and of hardworking talents are actualized and hardworking creates great opportunities.

4-5 Realism: To be realistic to themselves and the environment as they are. To be realistic, we should accept the respect and experience for ourselves and others. Thus, the first step in realism is not having absolute and ideal expectation of self and others. The people who are healthy identity the issues and people. If the person image of world and other people is subjective, they cannot be faced or have mutual relation. To achieve self-esteem, we should know ourselves well and define our weaknesses and strengths. IF we don't know who we are, we cannot respect ourselves.

4-6 Fighting: To believe that change is not the stability of natural aspect of life and this change of emotional challenges is for more growth. Coping with problems with promoting flexibility and acceptability cause that even uncoordinated events are combined with natural events of life and they are evaluated as well [9].

4-7 Goal-focus: It is morale a person know what is he searching and destiny his important for him and he tries to create hope to future and apply all the past experiences for success in future. An achievement-based morale that resists against neural pressure [10].

4-8 Competition: If a person fulfills his goals or increases his benefits, he will compete and the people competing with each other attempt to solve the problems for their benefit.

Conceptual model of the study

As is shown in Figure 1, we try to show the relationship between organizational health and mental health on achievement motivation as independent and at the same time by affecting the genders as gender, age, status, education, education degree and work experience.
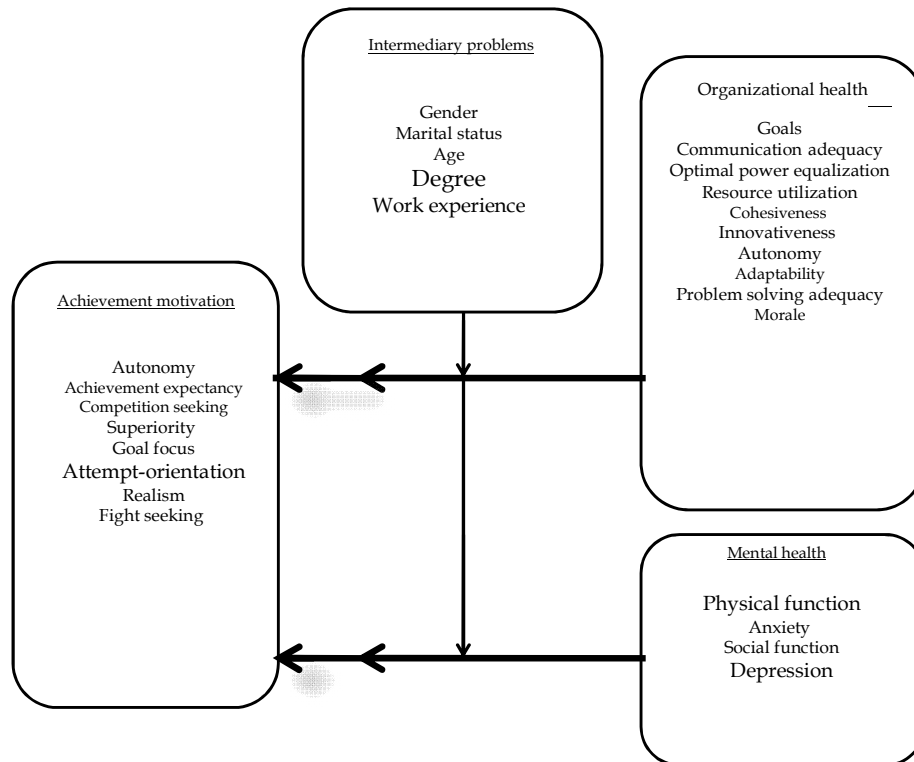
Figure 1- Conceptual model of the study

1. Hypotheses
2. There is a significant association between organizational health and mental health with achievement motivation in Medical Sciences University of Ahvaz.
3. There is a significant association between organizational health with achievement motivation in employees of Medical Sciences University of Ahvaz.
4. There is a significant association between mental health with achievement motivation in employees of Medical Sciences University of Ahvaz.
5. There is a significant association between organizational health and mental health with achievement motivation based on intermediary variables (gender, age, marital status, degree and work experiences) of the employees of Medical Sciences University of Ahvaz.

STUDY METHODOLOGY

The study population of the present study was 975 employees working in Medical Sciences University of Ahvaz with different gender, education, marital status, work experience and age working in various administrative fields. Based on above items and study population of 975 people, based on Morgan Table, 276 people were selected as sample size and they were defined by Cochran's formula. The sampling method was random or probabilistic stratified method. After the sample determine, it was shown that in Zahedan, Khash, Saravan, Iranshahr, Sarbaz, Nikshahr, Chabahar, Kenarak, 2,19,17,4,27,20,18,167, respectively of samples are observed.

Study instruments

The organizational health questionnaire: It is including 40 questions covering 10 components of organizational health. For goals component there were 5 questions, and for communication adequacy, optimal power equalization, cohesiveness, innovativeness, autonomy, adaptability, problem solving adequacy, morale, each 4 questions and for resources utilization, three questions were considered.

Mental health inventory: This questionnaire was developed by Goldberg and it discovered and identified psychology dysfunction in various centers. In this survey, the psychological condition of a person was investigated via revealing some symptoms as abnormal feelings and some aspects of observed behavior. General Health Questionnaire (GHQ) is consisting of 28 questions evaluating mental health in physical function, social function, and anxiety and depression components. For each of them, 7 questions were designed and questions 1-7 were dedicated to physical function and questions 8-14 to anxiety and questions 15-21 social function and questions 22-28 to depression scale.

Achievement motivation test

The test is based on Bishwanath Mukherji model in completion of sentence and measures need to achievement score. This test is including 50 incomplete sentences that should be completed by a test by marking each of the three selected responses for each number of the question. The subjects are asked what to do and they are asked to select one of the responses and express their real feeling about the question by marking in questionnaire. The specific point of this test is that the questions are repeated more than once to determine the consistency level of respondent. The reliability of the instruments by Cronbach's alpha for general health questionnaire was 87.2% and organizational health 87.6% and achievement motivation 87.8%.

RESULTS

Of 276 studied employees, 32 people with frequency percent 11.6%, considered organizational health condition as unsuitable, 199 people with frequency percent 72.1% considered organizational health condition relatively suitable and 45 people with frequency percent 16.3% evaluated organizational health as suitable and fully suitable and fully unsuitable had no value. As mental health variable is including 28 questions, the mean score of these questions was calculated as the value of this variable and among 276 studied employees, 32 people with frequency percent 11.6% evaluated mental health as very good, 228 people with frequency percent 82.6% with mental health as good and 15 people with frequency percent 5.4% reported mental health as bad and 1 person with frequency percent 0.4% reported mental health very bad and good condition had the highest frequency (82.6) and very bad with the lowest frequency (0.4%). The results showed that achievement motivation of the people in 84 people with frequency percent 30.4% was strong, in 173 people with frequency percent 62.7% as average and in 19 people with frequency percent 6.9% was weak and the highest frequency was dedicated to average condition (62.7%).

Table 1- Correlation of study variables

Variable		Achievement expectance	Superiority	Autonomy	Attempt-orientation	Seeking challenge	Realism	Goal focus	Competition
Physical Health	R	-0.025	-0.166	0.211	0.105	-0.115	-0.072	0.104	0.089-
	P	0.676	0.006	0.081	0.057	0.232	0.027	0.222	0.142
Anxiety	R	0.017	-0.074	0.079-	-0.038	-0.128	-0.074	0.011	-0.068
	P	0.780	0.223	0.192	0.531	0.034	0.222	0.859	0.257
Social Health	R	0.265	0.188	0.211	0.261	0.208	0.133	0.137	0.258
	P	0.001	0.002	0.001	0.001	0.001	0.027	0.022	0.001
Depression	R	-0.090	-0.054	0.087-	0.127	-0.125	-0.090	-0.028	0.100
	P	0.136	0.367	0.119	0.035	0.039	0.138	0.638	0.097
Mental Health	R	0.064	-0.049	-0.029	-0.011	-0.051	-0.056	0.009	0.011
	P	0.292	0.413	0.626	0.857	0.401	0.352	0.883	0.860
Sufficient Relationship	R	0.075	0.118	0.053	0.075	0.072	0.020	0.090	-0.039
	P	0.432	0.051	0.384	0.214	0.232	0.739	0.136	0.856
Cooperation	R	0.119	0.225	0.145	0.210	0.194	0.136	0.162	0.012
	P	0.048	0.001	0.016	0.001	0.001	0.024	0.007	0.452
Resource utilization	R	0.045	0.183	0.117	0.087	0.070	0.086	0.172	0.061
	P	0.45	0.002	0.051	0.150	0.248	0.156	0.003	0.313
Cohesiveness	R	-0.048	-0.034	0.081	0.008	0.042	-0.084	-0.016	0.038
	P	0.427	0.578	0.180	0.897	0.482	0.166	0.792	0.252
Innovativeness	R	-0.009	0.106	0.083	0.060	0.043	0.029	0.042	0.055
	P	0.879	0.078	0.170	0.322	0.475	0.633	0.488	0.367
Autonomy	R	0.175	0.150	0.135	0.131	0.017	0.091	0.137	0.121
	P	0.004	0.012	0.025	0.030	0.783	0.131	0.023	0.045
Adaptability	R	0.172	0.243	0.171	0.156	0.107	0.131	0.205	0.086

	P	0.004	0.001	0.004	0.010	0.077	0.030	0.001	0.152
Problem Solving adequacy	R	-0.023	0.150	0.076	0.071	0.188	0.119	0.093	0.096
	P	0.123	0.013	0.209	0.239	0.002	0.049	0.122	0.110
Morale	R	-0.149	-0.097	-0.060	-0.078	-0.073	-0.0122	-0.047	-0.238
	P	0.013	0.106	0.319	0.196	0.226	0.043	0.437	0.001
Goals	R	-0.030	-0.002	-0.003	0.008	-0.003	-0.076	-0.064	-0.116
	P	0.624	0.975	0.378	0.889	0.960	0.209	0.287	0.055

As is shown in Table 1, success expectance in achievement motivation has direct and significant association with social health, optimal power equalization, autonomy and adaptability and it has inverse relation with organizational morale. Also, superiority in achievement motivation had direct and significant association with physical health, social health, optimal power equalization, resources utilization, autonomy, adaptability and problem solving adequacy. Autonomy variable in achievement motivation had direct association with physical health, social health, optimal power equality, autonomy and adaptability. The results of the study showed that attempt-orientation had direct and significant association with social health, depression, optimal power equality, autonomy and adaptability. Also, challenge seeking in achievement motivation had inverse and significant association with anxiety and depression and it had direct and significant association with social health, optimal power equality and problem solving adequacy. Goal-focus in achievement motivation had direct and significant association with social health, optimal power equality, resources utilization, autonomy and adaptability. Also, realism in achievement motivation had inverse and significant association with physical health and morale and it had direct and significant association with social health and adaptability and problem solving adequacy. Finally, competition in achievement motivation had direct and significant association with social health and autonomy and it had inverse and significant association with morale.

Responding the study hypotheses

There was an association between organizational health and mental health with achievement motivation among the employees of Medical Sciences University of Zahedan. The results showed that there is a significant relation between organizational health and mental health with achievement motivation among the employees of Medical Sciences University of Zahedan and the sum of independent variables in this stage (social health and adaptability and morale and resources utilization and optimal power equalization) had 23% common variance with criterion variable (achievement motivation) and can predict 48% of achievement motivation among the employees of Medical Sciences University of Zahedan.

Table 2- Variance analysis and regression indices of achievement motivation to determine predictive variables of organizational health and mental health

Steps	Model	Sum of squares	Degree of freedom	Mean of squares	F	sig	R	R2
1	Regression	1701.58	1	1701.58	24.07	0.001	0.28	0.08
	Residuals	19368.15	274	70.06				
	Total	21069.73	275					
2	Regression	2560.791	2	1280.369	18.8	0.001	0.349	0.122
	Residuals	18508.948	273	67.79				
	Total	21069.739	275					
3	Regression	3674.851	3	1224.95	19.15	0.001	0.418	0.174
	Residuals	17394.88	272	63.95				
	Total	21069.73	275					
4	Regression	4613.559	4	1153.39	18.99	0.001	0.46	0.219
	Residuals	16456.18	271	60.724				
	Total	21069.73	275					
5	Regression	4854.816	5	970.963	16.16	0.001	0.48	0.23
	Residuals	16214.923	270	60.055				
	Total	21069.739	275					

Table 3- The effect coefficients β,t of stepwise regression and predictive variables on achievement motivation

Step	Model	B	Error	Beta	T	Sig
1	Social Health	0.63	0.0.12	0.28	4.9	0.001
2	Social Health	0.605	0.126	0.273	4.79	0.001
	Adaptability	0.71	0.202	0.202	3.56	0.001
3	Social Health	0.606	0.122	0.273	9.45	0.001
	Adaptability	0.993	0.207	0.28	4.8	0.001
	Morale	-0.62	0.14	-0.24	-4.17	0.001

4	Social Health	0.61	0.0.11	0.27	5.15	0.001
	Adaptability	0.92	0.202	0.261	4.58	0.001
	Morale	-0.87	0.15	-0.34	5.49	0.001
	Resource utilization	0.78	0.19	0.23	3.93	0.001
5	Social Health	0.58	0.0.12	0.26	4.83	0.001
	Adaptability	0.804	0.21	0.227	3.83	0.001
	Morale	-0.9	0.158	-0.351	-5.68	0.001
	Resource Utilization	0.602	0.217	0.182	2.77	0.001
	optimal power equalization	0.43	0.21	0.13	2.004	0.001

There is an association between organizational health and achievement motivation among the employees of Medical Sciences University of Zahedan.

There is a significant association between organizational health and achievement motivation among the employees of Medical Sciences University of Zahedan. Achievement motivation had direct and significant association with adequate communication, optimal power equalization, resources utilization, autonomy, adaptability ($P<0.05$), also it had inverse and significant association with morale in organizational health ($P<0.05$). As is shown in the table, achievement motivation had direct and significant association with adequate communication, optimal power equalization, resources utilization, autonomy, adaptability ($P<0.05$). It had inverse and significant association with morale in organizational health ($P<0.05$).

Table 4- Correlation test between organizational health variables and achievement motivation among the employees of Medical Sciences University of Zahedan

Dependent variable	Predictive variable	Pearson correlation		Spearman correlation	
		R	sig	r	sig
Achievement motivation	Adequate communication	0.143	0.018	0.178	0.003
	Cooperation	0.222	0.001	0.133	0.027
	Resource utilization	0.140	0.020	0.102	0.090
	Cohesiveness	0.040-	0.510	-0.011	0.856
	Innovativeness	0.052	0.392	0.005	0.935
	Independency	0.162	0.007	093	124
	Adaptability	0.218	0.001	0.129	0.032
	Problem Solving adequacy	-0.092	0.126	0.063-	0.299
	Morale	-0.148	0.014	-0.147	0.015
	Goals	-0.053	0.381	-0.015	0.803
	Organizational heath	0.070	0.246	0.046	0.443

There is an association between mental health and achievement motivation among the employees of Medical Sciences University of Zahedan.

Based on regression test and sample size (n=276), as p was smaller than 0.05, H0 is rejected and it means that there is a significant association between mental health and achievement motivation among the employees of Medical Sciences University of Zahedan. The results showed that achievement motivation had direct and significant association with achievement motivation and social health ($P<0.05$). There was no significant association with other mental health variables ($P>0.05$).

As is shown in the table 5, achievement motivation had direct and significant association with social health ($P<0.05$). There was no significant association with other mental health variables ($P>0.05$).

Table 5- Correlation test between the mental health variables and achievement motivation among the employees of Medical Sciences University of Zahedan.

Dependent variable	Predictive variable	Pearson correlation		Spearman correlation	
		R	sig	R	sig
Achievement motivation	Physical Heath	-0.123	0.041	-0.030	0.614
	Anxiety	-0.074	0.219	0.004	0.948
	Physical Heath	0.284	0.001	0.244	0.001
	Anxiety	-0.119	0.048	-0.016	0.794
	Mental heath	-0.019	0.754	0.065	0.284

There is an association between organizational health and mental health with achievement motivation among the employees of Medical Sciences University of Zahedan based on intermediary variables. The results showed that there is no significant association between organizational health, mental health and

achievement motivation and gender. There is a significant difference in optimal power equalization, innovativeness in organizational health in terms of gender. It can be said that optimal power equalization and innovativeness in men were more than women. The results showed that there was a significant difference between physical health, anxiety and depression in terms of gender. It can be said that physical health, anxiety and depression were more in men than women.

There was an association between organizational health and mental health with achievement motivation and age of the employees in Medical Sciences University of Zahedan:

As calculated p is smaller than 0.05, H01 is rejected and it means that there is a significant difference between various levels of one of organizational health, mental health, achievement motivation and age. As p value is smaller than 0.05, H02 is rejected. It means that at least two variables of organizational health, mental health and achievement motivation and age had significant association and as calculated p was greater than 0.05, H03 is not rejected and there is no significant association between organizational health, mental health and achievement motivation and age. Based on the results of one-way variance analysis test, there was no significant difference in each of the dimensions of achievement motivation and organizational health and mental health based on age of the employees.

There is an association between organizational health and mental health with achievement motivation and marital status of employees in Medical Sciences University of Zahedan:

As calculated p is smaller than 0.05, H01 is rejected and it means that among various levels, at least one of the variables of organizational health, mental health, achievement motivation and marital status had significant difference. As p value was smaller than 0.05, H02 is rejected and it means that at least two variables of organizational health, mental health and achievement motivation and marital status had significant relation and finally as calculated p is greater than 0.05, H03 is not rejected and there is no significant association between organizational health, mental health and achievement motivation and marital status. In no dimensions of achievement motivation and organizational health and mental health in marital status, there was no significant difference.

There was an association between organizational health and mental health with achievement motivation and degree of the employees in Medical Sciences University of Zahedan:

As the calculated p is smaller than 0.05, H01 is rejected and it means that there is a significant difference between various levels of at least one of the variables of organizational health, mental health, achievement motivation and degree. As p value is smaller than 0.05, H02 is rejected and it means that at least two variables of organizational health, mental health and achievement motivation and degree had significant relationship and as calculated p is greater than 0.05, H03 is not rejected and there is no significant association between organizational health, mental health and achievement motivation and degree. There is an association between organizational health, mental health and achievement motivation and work experience of the employees in Medical Sciences University of Zahedan.

As calculated p is smaller than 0.05, H01 is rejected and it means that there is a significant difference between various levels of at least one of the variables of organizational health, mental health, achievement motivation and work experiences. As p value was smaller than 0.05, H02 is rejected and it means that at least two variables of organizational health, mental health and achievement motivation and work experience had significant association. Finally, as calculated p was greater than 0.05, H03 is not rejected and there is no significant association between organizational health, mental health and achievement motivation and work experience.

There was no significant difference in each of the dimensions of achievement motivation and organizational health and mental health in terms of work experience.

DISCUSSION AND CONCLUSION

The present study investigated the relationship between organizational health and mental health with achievement motivation among the employees of Medical Sciences University of Zahedan.

Study is a motivation and explorative behavior to respond the complex questions about human being nature. Some of the theorists consider motivation as need, want and internal force motivating people for doing work. Motivation is the internal state encouraging a person to do specific activities. Motivation traditionally is used for determining the activities of people.

In management issue, motivational factors are considered as main indicators and one of the effective variables of organizational strategy. Thus effectiveness of management process depends upon the motivation of people to do their duties. According to Hersey Blanchard, two factors of employees motivation for doing organizational duties and compatibility with their goals with organization goals are of great importance. Due to the importance of motivation and achievement in management of the organizations, the theorists investigated it from various views.

People with high achievement motivation expect more success and when they fail, they work harder (Weiner, 2006). The results of the study showed that there was a significant association between organizational health and mental health with achievement motivation among the employees of Medical Sciences University of Zahedan. The people with high job motivation act well in the difficult works better than the people needing less achievement. These people, the people who need high achievement don't act well in easy tasks compared to people with the need to low achievement. Performance in relatively difficult tasks for a person with the need to high achievement provides positive encouragement and a person with the need to low achievement doesn't experience it. Based on the dimensions and features that Miles, Benis, Serjivani, Arjeris, Parsons et al considered for healthy organizations, Saatchi defined the features of healthy organization as: The goals of the organization are clarified for most of the employees of the organization and all the activities are in accordance with the goals. The employees are attached to the organization and are interested to state their comments about the problem as they are optimistic to solve them and the problems are resolved in the framework of existing facilities as active and realistic. The employees to solve the problems collaborate informally without any time and are not involved in the fact that how the top managers think and they question the comments of the chief of the institution. Decision making to increase the efficiency of the institution is based on some factors as ability, responsibility, information, work volume, appropriate time and logical analysis. Planning in institution is based on realities, futurism, performance and restoring order and there is collaboration morale in this case. In other words, accepting the responsibility by active participation of all the members is observed well. The logical judgments of the low level employees of the organization are considered. The issues that are resolved in the institution are personal needs and human relations. Participation is done freely. The employees are prepared to help to achieve the predetermined goals and they work hard. If the institution is faced with any crisis, they are united to resolve the problem. Contradiction in decision making is important and it is raised effectively with the co-worker. Employees express what they feel and they expect others to do the same. Learning during work is based mostly on the attempts of the learner and guidance of the teacher. The employees consider themselves as talented people for learning and development. Group criticism is done normally in work progress. Honesty is obvious in their behavior and they respected each other and they don't feel themselves as alone. Employees are completely active and they participate in the activities based on the interest in the activities and their presence in the institution is important and this indicates the relationship between organizational health and achievement motivation.

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