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providing a model to promote organizational health in University of Applied Science and Technology

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Abstract
The present study has been done to provide a model to promote organizational health in University of Applied Science and Technology. It is a descriptive survey. Statistical population were 5639 people and 700 people were chosen as a sample by random stratified sampling and they were examined by the researcher-developed questionnaire. To determine content validity of the questionnaire, the review of literature and experts opinion were excerpted; experimental implementation has been applied to determine face validity; and factor analysis was used to estimate construct validity, on the other hand, Cronbachα was 0.795 which show reliability of the instrument. However, the status quo is lower than the average in all the mentioned components at Applied Science and Technology University. The conceptual model of study that include 19 components and 32 mechanisms has been developed, also the degree of model fitness has been judged by experts.

Key words: *Model, Organizational Health,University of Applied Science and Technology*

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Introduction

Education as the basis of infrastructure development, social, economic and political of society. Today, in most countries the educational system, considered to be a growth industry and allocated to the most of the state budget. If the education system can be a daunting task to perform well on the shoulders of the organizations have a healthy and dynamic. Healthy and supportive organizational climate causes more confidence and high morale of their people and thereby increase the efficiency and effectiveness. The successful realization of these goals through effective management requires knowledge and understanding of various aspects of complex organizations (jahromi et al , 1390, 170).

Educational care services have a strong social system and society and people's performance and results show high sensitivity training system. This system is very complex and difficult tasks and It requires the successful completion of a close relationship between teacher and student learners and other stakeholdersand On the other hand the specialized knowledge and professional skills needs. Together, these features give special attention and elegance to education. Responsibility and commitment to the implementation of administrative tasks and manage it difficult.

A healthy organization has dealt with external deterrent forces, in such a successful way; a force guides it effectively, in line with the original goals and objectives of the organization. Of course, the performance of the organization on a particular day may be effective or non-effective, but long-term symptoms in healthy organizations are aiding effectiveness. If the expertise and skills will be in perfect health, the increase in staff accountability and improvement of product quality and service of organizations will be provided. Therefore, efforts to improve the health and well-being should be started from the healthy way of the organization itself and continue. (Wilson et al., 2010)

Generally in Iran, the trend fields toward development of the applied science education systems with the theoretical training systems has begun since the weakness of the theoretical training has appeared in the training of skilled manpower requirements of industry, agriculture and services.

The shortcomings of the higher education system are evident, focusing on theoretical knowledge instead of practical knowledge and the disproportionate of the content of the curriculum with the needs of the labor market include the inefficiencies of the education system graduates. Instructional design based on the knowledge and not the needs of the community, lack of seriousness in providing the appropriate practical units, mismatch between the content of courses and related equipment with the features of the labor market has led to the matter that graduates of higher education take over mainly disproportionate roles in the labor market.

Together, these shortcomings have raised Applied Science education idea from the 1370s, and given the experience of some leading countries in vocational education, they have expanded this educational quantitatively and to enhance their quality, they have tried to regulate and institutional these programs at the level of higher education. Therefore, the Supreme Council of Applied science education was established under the title of the technology group (the Supreme Council of Applied Sciences, Department of planning, 1999).

Statute University of Applied Science University aims to provide public and private partnerships that provide incentives for training skilled manpower needed social and cultural sectors draw. Statistics show that every year about 85% of high school students are absorbed in theoretical subjects. Only 15% would like to continue studying the application shows that these people are also difficult to attract in the labor market(Vice Chancellor for Research and Applied Science University, 2012, 84).

Features defined for applied science courses

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include:
Application of teaching,meet the needs of specialized, innovative teaching, timely education, self-training, relying on the resources available in the country and maintain the quality of education standard.
The following features make the distinction is academic training Applied Science courses:
- Learning environment in this period is mainly the work environment
- Teachers of these courses in addition to academic qualifications and work experience of the application of science to guide students to come
- Most of these courses students acquire the necessary knowledge to empirical data of the study subjects are also working in the same field
- Curricula tailored to the characteristics and limitations related to their education and occupational standards are developed in accordance with the conditions
According to the documentation for the application of scientific training three main objectives of this training are as follows:
- Improvement of human resources in the public and private sectors
- Training human resources required for employment in the public sector and private
- Training human resources to create new jobs and self-employment (ghofrani , 2011, 93)
According to figures announced by the head of the Applied Science UniversityAbout a million people graduated from the University of Applied Science and 800 thousand in 1100 the center are studying , 30% of them are employed and 70% of the remaining 47 percent have entered the labor market. So 77 percent of students are working .
One of the problems in the system of higher education, especially in technical systems is the lack of knowledge of organizational health topicswhich can facilitate education, training and administrative and predict the effectiveness of their activities And the implementation of practical programs and undergraduate and avoiding non-strategic impositions (moghanizadeh , 2011 , 21).
By studying the characteristics and dimensions of organizational health at universities, lack of a proper scientific model of organizational healthWhich includes elements of applied science centers is emphasized as well as the ambiguity of organizational health aspects and elements in society was established. This article is based on procedures rather than relying on punishment after corruptionto create and set up a system of administrative health plan as a scientific model that is essential in the education system.

The main question:

What model can be offered to improve organizational health in applied science centers?
Minor questions:
1. What are the dimensions of organizational health?
2. How is the University of Applied Science status quo in terms of organizational health?
3. How is the conceptual framework of organizational health at the University of Applied Science?
4. What are the enforcement mechanisms to promote organizational health in Applied Science centers?
5. How is the degree of appropriateness?
Styles pathological features in organizations :
- The pessimistic organization
- Obsessive Organization
- Exhibitive organization
- The depressed Organization
- The psychopathic organization (Siyadat, 2001, 7).
Organizational health components of Shaof:
Christine Shaof and cooperation on aspects of organizational health, five main factors suggest that each of these components has the following components are :
1. Objective: achieving organizational health
2. Framework: performance (improved organizational capabilities) and employee welfare
3. Measures: To determine the competencies and interpersonal communication, satisfaction

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and health of employees
4. Levels of Evaluation:
- Competence scale includes three levels of the organization, goals and role
- Employee satisfaction scale of three levels of organizational, team and individual
- Scale health staff consists of three levels: social, mental and physical
5. The evaluation methods included interviews, workshops, quizzes and risk management measures, stress and health are (Shaof and Gennady 2010, 56)
The more complex the structure of institutions, organize and create quiet and productive work environment in organizations So that the activation of more manpower, their vitality, growth, depression, positive product growth and, ultimately, achieve productivity will lead to, the concerns of executive manager and corporate officials.
Consultants for the employees in their work environment easily work with high efficiency and good results realized their organizations, It is necessary to a healthy environment, both physical and mentally. If healthy people and expert management of the organization can hire and Next to the motivational factors keep them appropriately within the organization and Then, to promote knowledge and organizational post afford them, a favorable working environment has created (Rahimi , 2010, 21).
In a good working environment is necessary to constantly improve the quality of employees, Staff feel justice, the decision to be entitled to job security. If quality work environment in which individuals as members of the organization come and in your organization the opportunity to learn and be able to develop the business and provide more opportunities for them to be (Radovan 2009, 63)
Documentation health law departments and agencies of the country
Article 3 of the Constitution, state explicitly bound to create a correct administrative system and elimination of superfluous government organizations considered.

In this regard, during the three decades after the Islamic Revolution, and numerous ongoing efforts by the authorities concerned to correct and effective government structures , although a small portion of the existing conditions have improved, but have failed to achieve their objective of this article. Main that its implementation is not only a duty but a necessity essential, accordingly, using the power of science and scientific, administrative reform roadmap was prepared and on 14 Esfand 1392 in the Supreme Council office was notified.
Part of the strategic policies of the administration
1. Institutionalization of organizational culture based on Islamic values and human dignity and respect for human and social capital.
2. Justice in employment, continuity of service and promotion of human resources
3. Knowledge oriented and merit-based Islamic ethics in the installation and upgrade management
4. Development of human resources and improvement of spiritual growth and development of knowledge, skills and expertise them.
5. Justice system and compensation payments with the emphasis on empowerment, job characteristics and working and maintaining the minimum standard of living due to economic and social conditions.
6. A balance between work and life in civil service
7. Agile modeling, proportionate and rationalize the administrative system towards realizing goals of the organization.
8. Improving the flexibility and decentralization and organizational effectiveness, speed and quality of service.
9. According to the effectiveness and efficiency of the process and procedures
10. justice, transparency and timeliness in regulation and administrative
11. Total orientation, alignment, coordination and interaction of organizational effectiveness to achieve multi-sectorial objectives and vision.

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12. The electronic system development and provision of appropriate requirements to provide public services.
13. Knowledge of the system through the use of knowledge management principles
14. superior service, innovative and quality to enhance the level of satisfaction and trust of the people
15. Promoting a culture of accountability
16. institutionalization of work ethic, a culture of self-control, trustworthiness and save
17. Effective and coordination structures and methods of monitoring and control
18. support the spirit of innovation and initiative

Eight plan of maps reform of the administrative system

In the decree dated 01.20.1393 No. 560/93/206 administrative system reform plans were announced as follows:

1. Engineer role and structure of government
2. The development of e-government and smart office
3. public services in a competitive environment
4. Human Capital Management
5. management technologies
6. Development of organizational culture
7. The preservation of the rights of the people and administrative health
8. Monitoring and Evaluation

In order to implement Article 2 of the said Act, all provincial executive agencies, particularly the list of 50 announced by the Supreme Administrative Council, - on the list of all medical and non-medical universities, including the Universities of Applied Science- Bound action plan at the provincial and national levels.

In order to calculate the importance of each component of organizational health and determine the weight of each factor on the basis of "Analytic Hierarchy Process (AHP)" the geometric mean of the scores obtained comparing the results of which are shown in the table below. Rows 1 and means to put an equal priority and in this Inconsistency ratio obtained is 0/086 and Given that the conflict in AHP less than 0/1 is considered tolerable so credit will be verified answers.

The final results showed that the factors considered priority , A "skills development" of the utmost importance in determining the relative weight of 0/3345 component model of organizational health of Applied Science have and "Integrate" the relative weight of 0/3345 had the least importance.

Discussion and conclusion

The research findings showthat among the organizational health components, in this research, the Development training of skills component has the most importance and components of partnership and flexibility will be in second place of importance. Given that, applied science education system, in terms of the structure and presentation of lessons and content, is different with other educational systems, it is necessary to develop the skills and training it to all people involved, especially teachers, staff and students.

Also, since presenting the lessons in modular courses is different from other theoretical training of universities and the content of courses is set with an emphasis on 70% practical and 30% theory, and on the other hand, common skills courses are offered just the same for all the following trends of industry, services and art, it is necessary, while emphasizing the development and teaching of these skills, individuals should have flexibility in the method and planning and scheduling, so that they could adapt themselves at the same time with these changes.

One of the main factors and specified components in this study is personal factors, which is defined as a staff. Results show that, among the main dimensions of the study, the staff has the most importance and the organizational structure has the least importance. In this respect, staffs in this system can have a significant impact on organizational health, since a major part of the duties and responsibilities have been awarded in the structure of Ap-

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Fitness Organizational Chart	Coordination and integration	Control System	Reputation	Emphasis on client	Exploitation of resources	Relationship	targeting	Transparence	planning	Entrepreneurship	Compatibility	morale	Health (physical and mental)	team work	Loyalty	Work-life balance	Honesty	trust	Partner ship	ethics fundamental	Appreciation	Flexibility	Development training	components
3.41	3.43	3.43	3.44	3.43	3.43	3.42	3.43	3.43	3.44	3.44	3.46	3.44	3.43	3.44	3.43	3.44	3.44	3.45	3.46	3.43	3.41	3.46	1	Development training
3.37	3.39	3.39	3.40	3.39	3.39	3.38	3.39	3.39	3.40	3.40	3.42	3.40	3.40	3.40	3.39	3.40	3.40	3.41	3.42	3.39	3.38	1		Flexibility
3.33	3.35	3.35	3.36	3.35	3.34	3.34	3.35	3.35	3.35	3.36	3.38	3.36	3.35	3.36	3.35	3.36	3.36	3.37	3.38	3.35	1			Appreciation
3.35	3.37	3.37	3.38	3.37	3.36	3.36	3.37	3.37	3.37	3.37	3.40	3.38	3.37	3.38	3.37	3.38	3.38	3.38	3.40	1				ethics fundamental
3.37	3.39	3.39	3.40	3.40	3.39	3.38	3.39	3.39	3.40	3.40	3.42	3.40	3.40	3.40	3.39	3.40	3.40	3.41	1					Partner ship
3.36	3.38	3.38	3.39	3.38	3.38	3.37	3.38	3.38	3.39	3.39	3.41	3.39	3.39	3.39	3.38	3.39	3.39	1						trust
3.35	3.37	3.37	3.38	3.38	3.37	3.36	3.37	3.37	3.38	3.38	3.40	3.38	3.38	3.39	3.37	3.38	1							Honesty
3.35	3.37	3.37	3.38	3.38	3.37	3.36	3.37	3.37	3.38	3.38	3.40	3.38	3.38	3.39	3.37	1								Work-life balance
3.34	3.36	3.37	3.38	3.37	3.36	3.35	3.37	3.37	3.37	3.37	3.39	3.37	3.37	3.38	1									Loyalty
3.36	3.38	3.38	3.39	3.38	3.37	3.37	3.38	3.38	3.38	3.38	3.41	3.38	3.38	1										team work
3.35	3.37	3.37	3.38	3.37	3.36	3.36	3.37	3.37	3.37	3.38	3.40	3.38	1											Health (physical and mental)
3.35	3.37	3.37	3.38	3.38	3.37	3.36	3.37	3.37	3.38	3.38	3.40	1												morale
3.37	3.39	3.40	3.40	3.40	3.39	3.38	3.39	3.39	3.40	3.40	1													Compatibility
3.35	3.37	3.37	3.38	3.37	3.37	3.36	3.37	3.37	3.38	1														Entrepreneurship
3.35	3.37	3.37	3.38	3.37	3.37	3.36	3.37	3.37	1															planning
3.35	3.37	3.37	3.38	3.37	3.36	3.36	3.37	1																targeting
3.37	3.37	3.38	3.37	3.37	3.36	3.39	1																	Transparence
3.33	3.35	3.36	3.37	3.36	3.35	1																		Relationship
3.34	3.36	3.36	3.37	3.36	1																			Exploitation of resources
3.35	3.37	3.37	3.38	1																				Emphasis on client
3.36	3.38	3.38	1																					Reputation
3.35	3.37	1																						Control System
3.35	1																							Coordination and integration
1																								Fitness Organizational Chart

Priority	relative importance	Factors
1	3.435	Development training
2	3.396	Partner ship
3	3.396	Flexibility
4	3.393	Compatibility
5	3.385	Honesty
6	3.380	team work
7	3.376	trust
8	3.376	Work-life balance
9	3.374	morale
10	3.374	ethics fundamental
11	3.372	Health (physical and mental)
12	3.370	Reputation
13	3.369	Entrepreneurship
14	3.368	Loyalty
15	3.368	planning
16	3.366	Emphasis on client
17	3.363	targeting
18	3.359	Exploitation of resources
19	3.358	Transparence
20	3.358	Fitness Organizational Chart
21	3.357	Control System
22	3.354	Appreciation
23	3.353	Relationship
24	3.345	Coordination and integration

Table 2. Organizational health determinants and their relative importance

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Priority	relative importance	Factors
1	.472	Staff
2	.464	Management and Leadership
3	.354	Culture and organizational climate
4	.200	Organization Structure

Table 3. University organizational health determinants and their relative importance

plied Sciences Nevertheless, it is necessary to consider the staff factor, as one of the priority factors, and its role will be highlighted, because it is one of the most important input sources of organizations, particularly in educational systems, human resources with practical skills.

The findings show that, in the organizational culture and atmosphere factor, the lowest average in the present situation belongs to the appreciation component, in the staff factor, it belongs to the commitment and loyalty components, in the management and leadership factor, it belongs to communication component and in the structure of the organization

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ed agent's name	Test details	Load factor	Components
Management and Leadership rganizational culture and atmosphere Staff ganizational Structure	KMO=0.788	.851	Development training of skills
		.961	Flexibility
	The significance level of Bartlett: 0.000	.825	Appreciation
		.945	Participation
		.950	Trust
		.640	Honesty
		.946	Work-life balance
	Percentage of variance: 65	.781	Commitment and loyalty
		.760	morale
		.840	Entrepreneurship
		.822	planning
		.709	Transparence
		.792	communication
		.411	Exploitation of resources
		.637	Emphasis on clientele
		.807	Reputation of the organization
		.867	Control System
		.992	Coordination and integration
		.931	Organizational Chartproportion

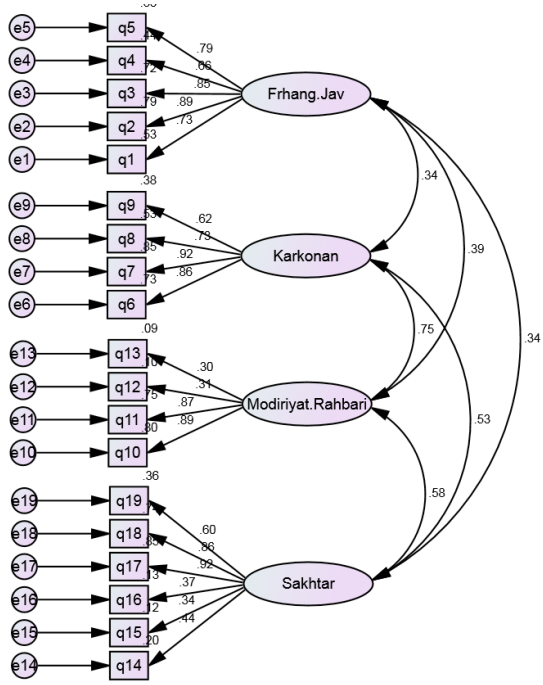


Figure 4. Measures in standard mode

factor, it belongs to the organizational chart proportion. Hence, it is necessary to perform the reward culture in different conditions and in different fields of work in breakdown for students, staff and teachers and ratings will be given for educational and research activities of individuals, and staff and students of the University will be influenced by ethical and values outcomes of the organization, then, an intimate atmosphere and ethical treatment, leads to commitment and loyalty to the University and creates this attitude in the staff and members which, the presence in the University is as a result of necessity and due to personal bias as well. In the management and leadership factor, effective communication can be a related factor in the changes of status, from below average to the desired.It leads to frequent two-way communications between managers and staff, as well as explicitly of aims and objectives in the organization and also the correct diagnosis of expectations and promote organizational health to the level above than average.

One of the most important elements related to organizational health is organizational chart proportional that because this factor is at the bottom, organizational health level in the organizational structure dimension is located lower than the average favorable. It is necessary, while taking into account the agility and flexibility in a university, an optimization limit of recognition and division of labor has been established and a correct ratio of teachers to students and staff to students will be respected in each educational subgroup. This reduces the job burnout and fatigue of staffs and teachers at the University and lead to job enrichment and specialization, that ultimately, it leads the organizational structure state and organizational chart appropriating, to higher than average level.

On the other hand due to the high averages in components of training of skills development, honesty, work-life balance, spirit, planning and organizational reputation, it is required, in addition to strengthening existing methods, the reputation of organization enhances and academic status upgrades to a desirable level.

Research findings suggest that one of the main characteristics of management in healthy organizations is the clarity of the role and transparency on targets, which can provide access to target and achieve it. This ability can include the organization's ability to grow and improve as well.

On the other hand, a healthy organization will encounter with internal and external forces wisely and successfully and will achieve an organizational reputation in this aspect.

The findings show, the jurisdiction of the decision, or in other words, the possession of the person in organizing his work, the level of risk at work and the application of skills and abilities with using teaching aids, tools and sufficient budget for the development of individual skills, play a major role in reducing stress and the subsequent organizational health. Many evidences are in hand that show the health of staffs and the subsequent the health of affected organizations, their perception of the existence of fairness and justice

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Priority	The relative importance	Enforcement mechanism	Component	Dimension
1	3.354	Appreciation of creative ideas	Appreciation	Organizational atmosphere and culture
2	3.351	Secure Organizationalatmosphere		
3	3.349	Considering thesocialhealth ofStaff		
4	3.347	Emphasis on the importance of using new technologies	Development training of skills	
5	3.344	Emphasis on collectivism rather than individualism	Participation	
6	3.343	Increase inorganizational commitment	Flexibility	
7	3.340	Strengthen theorganizational identity		
8	3.339	Support staff in dealing with environmental problems	Trust	
9	3.337	The emphasis on community and clientele satisfaction		
10	3.336	Organizational autonomy	Exploitation of resources	Organizational Structure
11	3.335	Job diversification		
12	3.331	The emphasis on long-term results	Emphasis on clientele	
13	3.328	Job security	Reputation of the organization	
14	3.327	Giving freedom to Staff	Control System	
15	3.324	Detailed mapping of job upgrade path	Coordination and integration	
16	3.323	Setting performance standards	Organizational Chartproportion	
17	3.322	Conducting in-service training and The emphasis on applied courses	Honesty	Staff
18	3.320	The emphasis on physical and mental healthof Staff	Work-life balance	
19	3.318	Reducing Job Stress		
20	3.317	Teaching guidelines of Administrative offenses, and organizational health	Commitment	
21	3.317	Accept Risk		
22	3.315	Positive self-concept (build confidence)	Morale	
23	3.314	Introduction to Civil Rights		
24	3.312	The emphasis on merit system in appointments	Entrepreneurship	Management Leadership and
25	3.312	Accept Risk		
26	3.310	Optimal distribution of power		
27	3.309	Managers' Career Awareness		
28	3.307	Establish mutual trust	Transparence	
29	3.305	Employment equity		
30	3.305	The correct application of resources	planning	
31	3.304	The emphasis on proper payment and financial status improvement of the organization		
32	3.301	Attracting servant leaders	communication	

The proportion values of the research conceptual model

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and respecting ethics and a proper recognition and reward system, which in this study, these factors have been confirmed as essential factors and dimensions.

The findings of Parsons (1976), Saatchi (1380), Leiden and Klyngl (2000), Fisher (2009), Kaplan and Karvata (2010), Shavf (2010) and McKenzie (2011), also confirms that pointed out components, as factors related to organizational culture, have a crucial role, that the factors in this study had approved loading factor and are assigned as effective components, in the organizational culture and atmosphere.

In this study, training of skills development and especially the emphasis on the professional and applied skills as improvement methods of problem solving, in the applied science system have been approved, that is consistent with the Miles' list of ten proposals (2005).

In Kaplan and Karavata's approach, the organizational culture in the process components dimension can be considered as a source of achieving the organizational healthy environment. They believe that, if there will be necessary training to develop skills of individuals, a community satisfaction and product quality will be provided; in this study, participation has been approved as one of the five components of an organizational culture and atmosphere.

According to Michael Teamsters (2010), a healthy organization is where, its staffs are loyal and have high-spirited and they proud to be a part of the organization. Factor analysis results in this study are approved the significance of spirit factor as one of the affecting factors. Also, the paired comparison of determiner components of organizational health, in this study indicates the relation between these components with other components of the research.

Results of Hansen's research (2013) showed that organizational health has a positive impact on psychological health by giving freedom of action in decision-making, and feeling of performing effectively, and the lack of organizational health has a negative impact on mental health through discrimination, stressful work and destructive communication methods, the results of this study also indicate that one of the affecting factors in staff dimension is physical, spiritual health and a balance between life and work. The results show that the component has the highest priority in staff dimension and could lead to improving the health of the University.

In this regard, the overall policy-based administrative system has emphasized on the institutionalization and cultural based on Islamic values and human dignity, a balance between work and life, superior service and building trust for people, creating self-control culture and coordination of structures and proportional and logical structure, that the factors mentioned in the study are the main component elements of organizational health, also the seventh program of administrative development programs of the country has been dedicated to protecting the rights of people and integrity.

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