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Explanation of organizational health crisis in the Islamic Azad University Using a modified equilibrium theory; Studied at region six of Azad universities

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Abstract
The aim of this study was to determine the level and analysis of the components of the organizational health at the Islamic Azad University of Region six. The research method is descriptive and population statistical consisted of region six of Islamic Azad university`s units. The subjects include 320 B.A holder individuals of staff who have bachelor`s degree and higher. From among 175 people were selected .benefiting from multistage sampling and Morgan table. Research elements (Lyndon & kingle) was obtained from organizational health questionnaire, Cronbach`s alpha reliability coefficient of 0.90. for analyzing the data mono sample t-test and Friedman have been used .the results revealed that the health status of the academic enterprise of MAHSHAHR and KHORRAMSHAHR is critical and SHOSHTAR`s academic enterprise in emergency and ABADAN AHWAZ and DEZFOUL academic units were normal. also the experimental mean such as: condition of participation`s components, loyalty and commitment, Direction and leadership in all academic units were lower than average (in an emergency) respectively

Keywords: *crisis, improved balance, Azad universities, Organizational health*

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Introduction

University is a vital entity in the development process of any nation, an entity that facilitates the development of economic, social, political and cultural society (Sabbaghiyan, 2003). So the stability and regularity in higher education, obtains stability and social regularity and social instability is the consequence of instability in higher education. The Experience of the events of the last few years in the universities revealed that unfortunately the authorities (officials) have little understanding of knowledge about the crisis and instability, and also its causes and how to deal with it in their universities.

The annual allocation of approximately 3 /. Percent of the budget (except private) to the higher education, requires that we must own a healthy and dynamic organization in order to away from any tensions an failures, to attain our mission which is training and bringing up professionals and knowledge innovation for the society, to continue with high level and avoid from allocated budget cost to issues such as strikes and conflicts and hidden costs (depression, Dissatisfaction). On the other hand, the qualitative and quantitative expansion of public and private institutions of higher learning and decreased state aid has created serious competition for their survival. , Because when the supply (recruitment) would be more than the demand (volunteers entering college), the low quality educational centers are exposed to closure.

In fact, in this marathon, university is looser in which there are no creativity, commitment, job satisfaction, support and trust, respect for individuals, hope for the future, participation in decision making and operational discipline and in fact it's unhealthy and unable to compete and the winner university is healthy. (MILES) has defined organizational health in 1969, in his opinion organizational health refers to the persistence and survival of the organization in its environment and adapting with it and upgrade and expands ability for more adapt (Tsui & cheng, 1999, Korkmaz, 2006, 2007). Organizational health is a concept that the efficiency of an organization's changing environment, and How the organization shows the process of change and manipulates it. Focusing on organizational health means focusing on the organization's future position and importance in the organization's level of sales or other short-term outcomes (Hoy, 1992: 35).

Organizational health not only includes the ability to perform tasks effectively, but also includes the ability to Growth and continuous improvement (Lynden & Klingle, 2000: 3). Shvaf, gonads, and Hong Karkvvsky (2010), while The importance of written documents is important.Expression the importance of the organizational health at individual and organizational development and growth, delineating four stages levels of organizational health in which started from the individuals and in the end, covers the entire organization.

Three levels of organizational health status (morbidity, normal and health) were defined (Figure 1). Morbidity or distressed situation means the circumstances that led the people to perform lower than expectations and potential in the organization and as well as the industrial average as well. Normal circumstances in which individual and organizational performance in the expected levels, compared with the industry average level. Health, the status of individuals and their organization that enables higher performance than usual, or expected to be even higher than all its competitors (Daneshfard, 2007: 34)

Also (Leiden and Klyngl (2001)) according

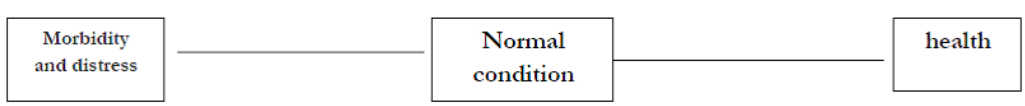


Figure 1. organizational health levels

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to the statistical findings of the assessment of organizational health, organizational health of schools of higher education have done for 11 elements (separate but interrelated dimensions) has been provided by:

1. **First Dimension:** Relationship: continuous communication between employees in healthy organizations, as well as between subordinates and elites should be facilitated. Two-way Relationship must be established at various levels of the organization. In healthy organizations, as well as the importance of face to face discussions, written documents are important.

2. **Second dimension:** participation and involvement in the organization: In a healthy organization, employees at all levels of the organization are appropriately involved in decision making.

3. **Third dimension:** loyalty and commitment: In a healthy organization, a high ratio of trust exists between the parties. The staffs wait to come to work and feel that their company is a great place to work.

4. **Forth dimension:** credit or reputation of the company or institution: a healthy organization reflects perceptions of the positive reputation to the employees. And employees generally valorize their reputation or domain value.

5. **Fifth dimension:** morale: good morale in the organization with a friendly atmosphere where people are together and they like their jobs and the overall time for the individual and the organization are raised will be displayed.

6. **Sixth dimension:** morality: in healthy organization generally there is no unhealthy behavior. Employees tend to value their esoteric ethic and see no place for policy in the organization.

7. **Seventh dimension:** identification and recognition performance: in a healthy organization, employees are encouraged to actualize the potential and supported, they feel that they are valuable, they are suitable for the development of the atmosphere of gratitude and care to identify there.

8. **Eighth dimension:** direction: in a healthy atmosphere within the organization, employees can have goals in the organization, priorities and focusing on parts to recognize and when they are involved in setting goals.

9. **Ninth dimension:** leadership: leaders as a determinative factor to the profitability and the effectiveness of the organization and generally have friendly behavior and the staff can easily communicate with them.

10. **Tenth dimension:** improve or develop the staff efficiency: in a healthy organizational environment, often there are super delegates to support the continues improvement and training the staff in the organization.

11. **Eleventh Dimension:** Application Resources: Personnel should observe that resources are appropriate and consistent with the expectations of their progress, divided between them.

Crisis and its variants

Patterson said the crisis is a happen or event that refers to the interests and reputation of an organization which influence and disrupt the flow of affairs. The crisis necessarily is not coming only in the shape of an explosion, fire or noise (Naseh oven, 34: 1380).

Crisis, according to the concept of the term is complex stage that passes an event, complex condition that is difficult to get out of it. It is called immediate danger and events that appear to go into a sudden impairment of the right. Crisis means significant distress of expression or loss of in order to improve when there is a major achievement and has also undergone a change. (Gibson, 2006) .

To identify and separate the crisis it's better to classify and categorize them and consider basis to separate them.

A) Classification of crisis's in terms of sudden or gradual: Some crises can appear suddenly and has unexpected effects on the internal and external of the environment of the organizations. In contrast, a gradual crises or crises 1, 2 compression sudden crises are some critical issues that plagued start, and over time strengthened and continued until a threshold

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level then they emerge. For comparison sudden and gradual crises can use six key features. Sudden crises occur rapidly. Little predictable, they are clearly focused, manifest, sudden onset of a specified event, will take place at a fixed time, and the lack of compliance with one or a few aspects of environmental aspects are archived.

In contrast, the gradual crisis, cumulative manner occur gradually, largely predictable, are not clear, the starting point of a threshold level is from a point, over a time they will increase the likelihood of non-compliance with some aspects of occur in the environment (1999, Wang).

B) Classification of the crisis from the perspective of Parsons: Parsons stated that three types of crisis are:

(1)**Immediate crisis:** the crisis with no sign of previous warning and Organizations are unable to search and also unable to plan in order to remove them.

1.**Crises that appear gradually:** The crisis will occur slowly. They can be stopped or limited by organizational measures.

2.**The ongoing crisis:** These crises might take weeks, months or even years to occur. Strategies for dealing with the crisis in different situations, depending on time constraints, controlling the extent and rate of these events. Are the three criteria of threat, time pressure, and severity of incidents, and can be used in the classification and identification of crises through the managers indicated that when an issue or a problem can be transformed into a crisis (Dyvdvnyh of leaves, 53: 1373).

Explaining the crisis: the crisis of explaining, meaning knowing the size and severity of the crisis that help managers in provision of requirements and operational planning. The first and most essential step in understanding the crisis, choosing the appropriate method for assessing the incident leading to the crisis and to better identify the issues. That we describe it in the following:

Modified equilibrium theory in crisis management:

based on the idea of balance When the balance between requirements and capabilities in a living and dynamic system that is subject to the rules and principles determined, so utterly fails for any reason, the system is in crisis. According to this theory, the existence and stability of an alive system within the rules and mechanisms that determine the activity continues to establish a result of the system survive balance abilities to the requirements between the managers is acquire assets (Hassani, 2009).

According to this theory the three conditions are as the following:

(1) **Normal Conditions:** Under normal conditions the ability of the organization is greater than its requirements and the organization is responsive to the needs of different aspects.

(2)**Emergency conditions:** In these circumstances, the needs of the organization can be increased or its ability can be reduced. But given the gap between the potential and the needs that are lower than their resiliency, this would be an emergency

(3)**Critical Conditions:** In the event that an emergency manager be controlled and does not return to normal conditions, the situation is critical. In these circumstances, the organization needs to increase at a rapid pace and it disintegrated in a way which puts too much distance between them exceeds resiliency.

Literature Review

Ghahramani et al. (2012) in their study entitled Assessment of Organizational Health colleges of SHahid Beheshti University on 219 employees of education and research conducted concluded in the faculty of SHahid Beheshti University of components of the 13 districts of research in the areas of communication, loyalty and commitment, work attitude, reputation, ethics, direction, leadership, staff development, health and safety at the top level and also in the learning and participation components T performance and identification, resource optimized application, physical conditions are assessed in the lower level.

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Organizational health	Compare with Resiliency	balance	requirements	Ability	conditions
Health	Need -> .Ability	Need>Ability	standard	usual	normal
Normal	Resiliency <Need-ability	Need <Ability	additive	decreas-ing	emergency
Morbidity	Resiliency <<Need-ability	Need <<Abil-ity	Extreme	Degrada-tion	Critical

Table 3. the audit of three conditions and compliance with the organizational health

Participation and learning, recognition performance, optimize resource utilization, physical condition is assessed as low, in these Cases University needs to improve and grow further. The staff of University of medicine Examination of Viewpoints on the establishment of organizational indicators in the University of Medicine in Esfahan as research that was conducted in 1388 by (Saied javadyn et). In this study included descriptive-survey, statistical population consisted of 872 employees, seven deputy of medicine university of Esfahan in 1388 that 150 sample were selected by simple sampling. The findings show that the indicator of input and the indicator of process of organizational health at the University of Esfahan significantly lower average level, But the rate of output indicators of organizational health, the average was higher than average (Seid javadyn et al, 1388).

The research of Haghighat Jo (2008) and colleagues revealed that there is correlation between the creativity of managers and organizational health of medical universities. Danshfrd (2007) conducted a study concluded that the dimensions of bureaucratic organization (complexity, formalization and centralization tendency) and organizational health, there is less bureaucracy so that the level of health is more. Ahanchian study (2004) revealed that between managers' communication skills (communication, auditory, verbal and written) connected to the organizational health at the university. Another study conducted by Haghighatjo and colleagues on the relevance between thinking style and effectiveness of organizational health is emphasized. In research conducted by Carlsen (Carlson, 1990) was emphasized at network model of managers skill improvement and its impact on organizational health improvement. Claudia Edward (Claudia Edwards, 2008)in her research has shown that there is a relationship between transformational leadership and organizational health. And the latest research suggests that it is the work of Matt Korkmaz May 2, which showed that transformational leadership styles and organizational health are related

Research questions

(1) Do research universities in terms of organizational health are in good condition?

(2) How is the organizational health status of each component in units of region six Islamic Azad University teaching?

Research method

Descriptive study was conducted through a survey. Sample units selected employee's bachelor or higher degrees in six Islamic Azad University have estimated that about 320 people. Among them randomly using Morgan, 175 persons were selected units personnel region Six, Abadan, Ahvaz, Dezful, Khorramshahr, Shoshtar Mahshahr were selected.

To gather data, a five-item Likert scale questionnaire with 21 questions to measure organizational health (Lynden & Klingle), respectively.

To assess the reliability of the questionnaire, Cronbach's alpha coefficient was used. The coefficient for organizational health assessment questionnaire 0,87 respectively. Which shows the consistency and internal consistency of the scale is. For validity, after the initial studies and the use of appropriate supervision, were obtained.

For data analysis, descriptive statistics (Tables

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Nvzy frequency and average), inferential statistics (one-sample t-test, Friedman test) and SPSS software was used.

Results

Q: Will Islamic Azad University, Khuzestan province in terms of organizational health is in good condition?

According to Table 1, the density of observed frequencies of Khorramshahr, Shoshtar MAHSHAHR quite the opposite in rows as opposed to units of Abadan, Ahvaz and Dezful in rows opposite is indifference. The test statistic (t one-sample) indicated that the difference is significant. (05/0 p <). In other words, the organizational health of Khorramshahr University, Shoshtar MAHSHAHR between illness status (critical) and the organizational health of the academic unit in Abadan, Ahvaz and Dezful in normal and Spells status (emergency) is located.

Q2- How is each of components of Organizational health status in units of six Islamic Azad University like?

According to Table 2, with the emphasis on the value of T-test is obtained, it can be argued that between experimental and theoretical mean (3) 0.05 for component of organizational health there is a significant relevance. Thus, with reference to the average of the elements of organizational health as Abadan university, elements of participation, loyalty and commitment, credibility and reputation, direction, leadership and optimal use of resources in emergency situations. In Ahvaz university, elements of participation, loyalty and commitment, work moral, direction, leadership and optimal use of resources in emergency situations. In Dezful university elements of participation, loyalty and commitment, direction and leadership in emergency situations. In Khorramshahr University, elements of participation, recognition, performance, direction, leadership, improvement and optimal use of resources are in emergency components of loyalty and commitment, reputation and morale are working in critical condition. . In , Shoshtar University The components of valley of communication, cooperation, loyalty and commitment, recognition of performance, direction purpose and components of the prestige and moral of emergency work, leadership, optimal use of resources are in critical condition. MAHSHAHR University single component in a partnership, loyalty and commitment, work moral, ethics, leadership, improvement and optimal use of resources in emergency and morale components work and reputation are in critical condition.

Conclusions and results

The study revealed that organizational health in

Pvalue	test statistic	Antagonist fully	antagonist	indifferent	Compatible	Compatible fully	University
0,018.	–2,47	%9,8	%31,8	%39,8	%18,6	0	Abadan
0,019.	–2,41	%12	%35,41	%40,26	%10,97	%2	Ahvaz
0,007	–3.00	%27	%40,7	%22	%10,3	0	Khorramshahr
0,040	–2.35	%12,75	%36	%29	%20	%2,5	Dezful
0,000	–5.35	%23,1	%39	%25,2	%11	%1,7	**Shoshtar**
0,000	–5.37	%23,27	%38,33	%30,1	%8,3	0	***Mahshahr***

Table 1. The frequency distribution of the observed one-sample t-test analysis of the attitudes of staff and organizational quality of the university in 1393

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Azad universities of Khuzestan province were not in an ideal situation. So that, the health status of the organization in Abadan, Ahvaz and Dezful, are in an emergency situation and Khorramshahr, Shoshtarand MAHSHAHR in our study, was in critical condition, Khorramshahr unit with other units of the university, at the time of the study to themselves.

Khorramshahr Unit with 9 components below the theoretical mean has the most critical organizational health status among university units, respectively. The justification and interpretation of the results are as follows:

(1) -More than 52% of faculty members who participated in this study believed that the decision-making not to use their comments and opinions. , leaders are calling for people for taking advantage of new and innovative techniques and learning from their mistakes.

Mistakes (duplication of work) or in other words they are not looking for change and transformation and innovation. Faculty members have criticized the tendency to skepticism and negativisms tend to occasionally. Participation in decision-making context provided that these attitudes and behaviors are relieved of obligations (Baldwin, 1996: 6).

Create a spirit of cooperation and support of cultures of participation in decision-making path of trust, sense of belonging, growth (Fullan, 2007) .abilities and achieves continuous improvement.

In fact, participation and involvement in the organization is one of the resources and component foorganizational health (Lynden & Klingle, 2000) , which reduced the resiliency (the ability of personnel in the face of threats) reduce the set.

(2) -More than 70% of respondents believe that their managers are having lack of interpersonal communication skills in the universities. They work with a specific group of university employees (discrimination), are frequently criticized others mistakes (negative) and pursue the works in their method. They also haven't the ability to resolve disputes between members of the organization that issues considered the organization in poor health. Among the personal characteristics that a leader should have is the confidence (not arrogance and megalomania), as the basis for a successful consulting firm, and the courage to make decisions (where people always complain) provides. And the university administrators should enjoy when they establish personal contacts with faculty members and students because it is difficult to be a successful manager, but do not have intrinsic interest and enthusiasm to others (Donaldson, 1993: 203).

(3) More than 56% of respondents believe that managers in universities do not have the strategy and vision (direction). They haven't the ability to understand the mission and values of the university and devote too much attention to short-term goals. Perhaps little number of the University (at present) would be interest from the perspective of the drawing itself.

(4) More than 62% of respondents believe that the university's work and resources are not equitably distributed; delegation of responsibilities is not fair. And established the atmosphere that people are not responding to their performance. These issues will rise to disagreements and reduced organizational commitment, and resulting in morbidity in the organization (Saatchi 1991:27).

Any organization that has the resources more efficiently, (human and material) with more organizational health (soleymani, 2011:40). One of the numerous problems of universities is reducing their revenue sources. This case reduces the job security of faculty members, the quality of teaching and research, the relationship between the professor and the student and the imposition of uniform will be standards for mechanical faculty members which this case damages the organization health. Suggested to improve the health of the university, the university authorities (officials) to find new sources of funding, measures such as the establishment and development of express companies, research university outreach

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MAHSHAHR	Shoshtar	Khorramshahr	Dezful	Ahvaz	Abadan	elements
μ= 3.60 t= 2.07 Pvalue=0.045	μ= 2.29 t= -2.85 Pvalue=0.06	μ= 3.90 t= 2.59 Pvalue=0.018	μ= 3.84 t= 5.62 Pvalue=0.000	μ= 3.43 t= 4.98 Pvalue=0.000	μ= 3.86 t= 6.50 Pvalue=0.000	**communication**
μ= 2.33 t= -2.13 Pvalue=0.041	μ= 2.43 t= -2.20 Pvalue=0.032	μ= 2.30 t= -2.10 Pvalue=0.049	μ= 2.32 t= -2.95 Pvalue=0.005	μ= 2.58 t= -2.23 Pvalue=0.029	μ= 2.40 t= -4.39 Pvalue=0.000	**participation**
μ= 2.13 t= -4.13 Pvalue=0.003	μ= 2.14 t= -3.56 Pvalue=0.01	μ= 1.95 t= -4.09 Pvalue=0.001	μ= 2.48 t= -2.18 Pvalue=0.034	μ= 2.48 t= -2.64 Pvalue=0.000	μ= 2.13 t= -9.35 Pvalue=0.000	**loyalty and commitment**
μ= 1.93 t= -3.48 Pvalue=0.003	μ= 1.92 t= -4.81 Pvalue=0.000	μ= 1.75 t= -4.62 Pvalue=0.000	μ= 3.60 t= 2.56 Pvalue=0.001	μ= 2.62 t= -2.03 Pvalue=0.047	μ= 3.53 t= 2.72 Pvalue=0.001	**work moral**
μ= 1.76 t= -4.49 Pvalue=0.000	μ= 3.63 t= 2.60 Pvalue=0.012	μ= 1.6 t= -6.29 Pvalue=0.000	μ= 3.76 t= 3.39 Pvalue=0.013	μ= 3.46 t= 3.08 Pvalue=0.003	μ= 2.53 t= -2.84 Pvalue=0.000	**Reputation**
μ= 2.26 t= -2.84 Pvalue=0.008	μ= 3.52 t= 2.05 Pvalue=0.045	μ= 3.80 t= 2.32 Pvalue=0.032	μ= 3.76 t= 5.06 Pvalue=0.000	μ= 3.36 t= 2.30 Pvalue=0.025	μ= 3.25 t= 2.57 Pvalue=0.000	**ethics**
μ= 3.63 t= 2.43 Pvalue=0.021	μ= 2.14 t= -3.56 Pvalue=0.01	μ= 2.20 t= -2.70 Pvalue=0.014	μ= 3.78 t= 4.88 Pvalue=0.000	μ= 3.56 t= 3.54 Pvalue=0.001	μ= 3.35 t= 2.57 Pvalue=0.000	**recognition of performance**
μ=2.03 t= -3.21 Pvalue=0.000	μ= 2.00 t= -5.10 Pvalue=0.000	μ= 2.15 t= -4.34 Pvalue=0.000	μ= 2.48 t= -2.18 Pvalue=0.034	μ= 2.46 t= -2.71 Pvalue=0.009	μ= 2.63 t= -2.48 Pvalue=0.000	**direction purpose**

Table 2. one-sample t-test to evaluate the components of organizational health in the region of six

(5)Since the organizational health of faculty related to participation in management decisions (Sharifi, 2011: 162). On the other hand exceptional achievement in the academic world is often the result of cooperative efforts. Recommended for faculty participation in decision-making, a think tank composed of people interested, committed, critical and capable of understanding the working groups have been formed. The challenges faced by university leaders to discuss convey in Order to obtain the components of organizational health and participation and involvement in organizations such as the pursuit of the objective to be strengthened.

(6) The continued existence of universities

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μ= 2.30 t= -2.22 Pvalue=0.034	μ= 1.98 t= -5.17 Pvalue=0.000	μ= 2.45 t= -3.58 Pvalue=0.002	μ= 2.32 t= -2.95 Pvalue=0.005	μ= 2.016 t= -5.03 Pvalue=0.000	μ= 2.13 t= -9.35 Pvalue=0.019	**Leadership**
μ= 2.36 t= -2.05 Pvalue=0.049	μ= 2.36 t= -2.52 Pvalue=0.015	μ=2.05 t= -3.13 Pvalue=0.005	μ= 3.74 t= 4.74 Pvalue=0.000	μ= 3.50 t= 3.02 Pvalue=0.004	μ= 3.70 t= 2.33 Pvalue=0.000	**improvement**
μ= 2.26 t= -2.31 Pvalue=0.028	μ=1.72 t= -7.12 Pvalue=0.000	μ= 2.25 t= -4.26 Pvalue=0.000	μ=4.06 t= 8.01 Pvalue=0.000	μ= 2.55 t= -2.13 Pvalue=0.037	μ= 2.36 t= -4.08 Pvalue=0.027	**optimal use of resources**

in terms of health (in the current competitive condition) in the state are unwell, severely threatened. It is suggested that the leaders of these organizations are run at least four of the seventh characteristics required for academic leaders (mentioned in this investigation).

(7) spending the research budget among faculty members, will surely increase their motivation for further research activities and also gain reputation for themselves and their organizations will consequently improve the health of the university.

(8) Prepare a contingency plan for dealing with the crisis: contingency plans for dealing with potential crises in the form of a series of support programs are set up in case of problems, be used.

Contingency plans have to be adjusted to reflect a possible accident to clear all warning signs and actions designed to thwart or modifying critical condition and anticipate the expected results of each action.

• Establishment of a crisis management team and trained human resources in units of Khorramshahr, MAHSHAHR and Shooshtar is essential.

• According to the perceptions of organizational health, the early signs of conditions that are so clear that it is not negligible, therefore, high level managers shouldn't interfere.

• The fundamental problem facing university research in crisis, there are risks such as strikes, embezzlement and bribery, reduce service and quality of work and ultimately the survival of the organization and its legitimacy.

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