

The relationship between the components of organizational health and trust among physical education teachers of girls' schools in Tabriz city

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ABSTRACT: This study was conducted to investigate the relationship between organizational health and organizational trust component of physical education teachers in girls' schools in Tabriz city in the academic years of 92-93. The study population included all physical education teachers in public and private schools of all levels of girls' schools from all five different areas of Tabriz city and the sample size was determined to be 149 based on Krejcie and Morgan's table who were selected in a randomly stratified sample and were consistent with the population volume. Regarding the data collection procedure, this study is a descriptive and correlational research. To collect data, the two organizational health and organizational trust questionnaires were used which were respectively prepared based on the theories of Miles and Giddens. To test the reliability of the questionnaires, Cronbach's alpha was used. Cronbach's alpha for organizational health and organizational trust was respectively equal to 0.96 and 0.92, and it was also obtained to be more than 0.6 for the components of organizational health. The results of data analysis indicated that there is a significant positive relationship between all the components of organizational health and organizational trust.

Keywords: organizational health, organizational trust, physical education teachers

INTRODUCTION

Today's organizations do not have the time opportunities of the past organizations any more. Therefore, through speed and skill they should keep their abilities up to date and should move a step ahead of other competitors, through a key advancement factor that is the efficient manpower, in today's competitive arena. For this purpose, attending the components of organizational health and creating inter-organizational trust is of a great importance. The term organizational health was first applied in 1969 by Miles in the study of schools climate (1). He defines a healthy organization as an organization that not only lasts in its environment but also adapts in a long period of time and expand its ability to survive and adapt continuously. What is clear is that the healthy organization meets the outer inhibitory forces in a successful manner and directs their energy effectively to reach the organization's goals and intentions. Organizational health refers to a situation beyond the short-term effectiveness of an organization and refers to a set of relatively durable features. A healthy organization, in this sense, not only remains stable in its environment, but is able to be adapted to its environment in long-term and prepare and expand the required capabilities for its own survival (2).

A healthy organization is a place where people come to work enthusiastically and are proud to work in this place. In fact, the health of the organization regarding the physics, psychology, safety, belonging, meritocracy and valuing the knowledge, expertise and personality of the stakeholders, developing their capabilities and performing the tasks assigned by them by the meta-systems is highly effective in the effectiveness of any system. When it comes to workplace safety, workers' illness is not the notion, but fear of physical health and psychological health and emotional of the workforce (3).

Organizations that have higher health, are organizations in which the development and growth is easy and achieving the goals is accelerated. In healthy organizations, the employees are committed and conscientious and therefore have high morale and performance. In such organizations, with open communication networks, the individuals are satisfied coming to workplace and feel proud of working in the organization. If you look at the organization as a system, the organizational health, not only we should look for the organizational health in physical and mental health of the staff individually and collectively, but also in the survival of the organization (¶). An organization that enjoys a healthy working environment, leads its energy to the realization of its objectives and induces higher confidence and morale in the individuals and thus increases the efficiency and commitment in employees (Δ)

Trust in an organization, improves the quality of intra-organizational communications, collaborations, performance, innovation, strategy, participation commitment and relationships with the officials and associates and surely would lead to the customer satisfaction, and lack of trust leads to the employees' indifference, reducing their motivation and slow execution of the programs. Trust is the foundation of empowerment and leadership. Building trust within an organization requires a daily commitment and is established in a top-down manner in the organization just as a child learns to trust his swimming instructor and adapt his behavior and his actions based on that. Trust in the performance of the institutions and in shaping and enhancing organizational effectiveness is an undeniable role. There is no chance to achieve strategic objectives without creating trust.

In (6) perspective, organizational health includes seven dimensions: Institutional unity (the organization's ability to adapt to the environment in a way that can preserve cohesion and the integrity of its programs), manager's authority (the manager's ability to influence the heads and his superiors, is urging them to pay more attention to the problems of the organization, not encountering with the administrative and hierarchical barriers and not being affiliated to the superior, all of which are the keys to effective leadership), consideration (the manager's leadership behavior which is open and friendly). Consideration (the reflection of behavior implied with respect, mutual trust, cooperation and support), structuring (clearly defines the manager's behavior in determining business relations with employees, job expectations, performance standards and procedures), supporting the resources (refers to the preparation of the essential materials used in the organization), morale (refers to friendliness, openness and mutual trust between the members of the organization), and academic emphasis (refers to the extent that the organization seeks scientific and cultural excellence and seeks to attain it).

To define, describe and assess the social climate in schools, considerable scholarly effort has been made in recent decades. One of the popular and useful theoretical frameworks in this regard is the organizational health. The notion of perfect health in an organization, attracts our attention to the factors that facilitate the growth and prosperity as well as the circumstances in which prevents the full dynamics. Possibly, understanding the health status of an educational organization, can help us in selecting appropriate methods for effective management and leadership. Miles, the education psychologists and expert, is the first theorist of organizational health at school. In 1965 he has described and explained the aspects of this concept in a detailed article. Miles has used 10 features for defining organizational health which include:

1- focus on the goal, 2- the adequacy of the communications, 3- optimal distribution of power, 4- utilization of resources, 5- solidarity, 6- morale, 7- innovativeness, 8- autonomy, 9- adaptation with the environment and 10- adequacy in solving problems in assessing the organizational health of these ten features, are the measurement criteria of this phenomenon.

Trust is the basis of success in personal and work relationships. In fact, all business relationships are created based on trust (7). The existence of organizational trust has positive and significant effects on the quality of services provided to employees, organizational climate and job satisfaction and organizational commitment (3). Succeed in the competitive world of the organizations requires the ability to develop relationships based on trust. Organizations and employees need to be reliable themselves and trust each other (8). Organizational trust is the basis of all human interactions and accordingly the foundation of organizational culture is laid (9).

Trust is the major issue and support of the social relationships. Trust helps people to put any suspicion aside in their social relations with others and establish friendly relations, and such relationships are not formed without trust. When the level of trust is higher in the organization, the employees feel confident about the organization's leadership and show it in reality (10). Therefore, all members should pay attention to the effective role of trust in creating orderly and logical relationships. Increased trust in organization levels may increase the improvement in works and the employees' comfort. If managers could identify reliable staff and honor them, it will increase morale and organizational trust, which is an important element in determining the performance of employees and their commitment to the organization. Members of the organization are trying to increase

organizational trust because it has many positive effects on the employees and increases the organization's effectiveness and efficiency (11).

Higher organizational trust among the members of an organizations make them to hopefully attend collective actions to solve the problems. Also doing incomplete and useless affairs in such companies are avoided. In an environment where there are clear and unambiguous rules and standards for the individuals' behavior, people show an accurate feedback regarding their behavior, freedom of action, the opportunity to select the employees, higher human nature because of their contribution values in the organization and earning a valuable social status and position creates an atmosphere full of trust, and this atmosphere of trust makes people to take advantage of the opportunities in the organization and do their duties with love.

If the trustworthiness of the employees and managers be addressed in their employment, it causes the production of goods or provision of services in different organizations improve and better use of resources in an organization. According to Giddens' trust theory, the main sources of trust in traditional societies is rooted in kinship, local communities and tradition. Progress of science and the globalization of ideas in modern industrial societies, caused the formation of a critical nature and modernist attitude which has led to trust in abstract systems to replace traditional sources of trust, that is kinship, the local community and tradition.

Regarding that teachers are often from different levels of economic, social and cultural levels and do not have kinship relations with each other, their trust does not originate from traditional sources. Therefore, an atmosphere is required in schools in which they could trust each other based on the concrete, rational and abstract relationships. That is there human relationships should be so that they could believe in each other's behavior which is largely subjective and their speeches which are mostly rational and abstract.

Accordingly, this study investigates the relationship between organizational health and trust among physical education teachers in girls' schools in Tabriz city in the school years of 92-93.

RESEARCH METHODOLOGY

This research is correlational and descriptive research which was conducted as a field study and the population of the research is comprised of all physical education teachers in public and private schools of all levels of school education from five different areas of Tabriz city (N=247) and the sample size was determined based on Krejcie and Morgan's table to be 149 who were selected in a randomly stratified way and were consistent with the population volume.

Miles' questionnaire of organizational health and Giddens' questionnaire of organizational trust were used to collect data. Miles' questionnaire of organizational health consisted of 30 items and Giddens' questionnaire of organizational trust included 30 questions for physical education teachers in Tabriz at the scale of organizational health (focusing on the goal, adequacy of communications, optimal distribution of power, use of resources, solidarity, morale, innovativeness, autonomy, adaptation with the environment and adequacy to solve problems) and organizational trust. Responding scale of the questionnaire was based on Likert's 5 value scale. Face validity of the questionnaire was obtained through the expert and the reliability of the Miles' organizational health and Giddens' organizational trust questionnaires in a pilot study using Cronbach's alpha were obtained to be 0.96 and 0.92, respectively. Kolmogorov-Smirnov statistical test was used. After the confirmation of normality and abnormality of research data, Spearman and Pearson correlation analysis using SPSS software version 16.5 to examine the relationship between organizational health and trust among physical education teachers in girls' schools in Tabriz during the school years of 92-93 was used.

Table 1. One-Sample Kolmogorov-Smirnov Test

	Number	Z statistic of Kolmogorov-Smirnov	Significance level
Organizational Trust	149	.1024	.1947
Organizational health	149	.1780	.1737
Focus on the target	149	.1794	.1003
Adequacy of Communications	149	.1703	.1012
Optimal distribution of power	149	.1793	.1007
Use of resources	149	.1279	.1027
Solidarity	149	.1239	.1093
Spirit	149	.1447	.1030
Innovativeness	149	.1430	.1033
Autonomy	149	.1704	.1008
Adaptation with the environment	149	.1022	.1019
Adequacy solving problems	149	.1733	.1010

Table 2. Pearson correlation test for the components of organizational health and organizational trust

		Organizational trust
Organizational health	Correlation coefficient	.768 **
	Significance level	.000
	Number	149
Focus on the target	Correlation coefficient	.566 **
	Significance level	.000
	Number	149
Adequacy of Communications	Correlation coefficient	.563 **
	Significance level	.000
	Number	149
Optimal distribution of power	Correlation coefficient	.647 **
	Significance level	.000
	Number	149
Use of resources	Correlation coefficient	.600 **
	Significance level	.000
	Number	149
Solidarity	Correlation coefficient	.737 **
	Significance level	.000
	Number	149
Spirit	Correlation coefficient	.589 **
	Significance level	.000
	Number	149
Innovativeness	Correlation coefficient	.634 **
	Significance level	.000
	Number	149
Autonomy	Correlation coefficient	.561 **
	Significance level	.000
	Number	149
Adaptation with the environment	Correlation coefficient	.653 **
	Significance level	.000
	Number	149
Adequacy of solving problems	Correlation coefficient	.630 **
	Significance level	.000
	Number	149

Results of Table 2 indicate that between organizational trust and the components of organizational health (focus on the purpose, adequacy of communication, optimal distribution of power, use of resources, solidarity, morale, innovativeness, autonomy, adaptation with the environment, adequacy to solve problems), Spearman correlation coefficients between organizational trust and organizational health is equal to 0.768, and focus on the goal is equal to 0.566, and adequacy of communication equals 0.563, and the optimal distribution of power equals 0.647, and the use of the resources equals 0.600, and solidarity equals to 0.737, and the morale (spirit) equals 0.589, and the innovativeness equals 0.634, and the autonomy equals 0.561 and adaptation to the environment equals 0.653, and the adequacy to solve problems equals 0.630.

Research findings

In order to investigate the significant differences between comparing the experimental and theoretical mean of the relationship between organizational health and trust among the physical education teachers' in girls' schools in Tabriz city in school year of 92-93, the Spearman and Pearson correlation test was used. For this purpose, first the presumption of this test, namely the normality of the test components of organizational health (focusing on the goal of adequate communication and optimal distribution of power, use of resources, solidarity, morale, innovativeness, autonomy, adaptation with the environment and competence to solve problems) and

organizational trust was studied. Kolmogorov-Smirnov test for normality was used to test the results which are presented below.

Table 1 the normality test of the organizational health components (focusing on the goal, adequacy of the communications, optimal distribution of power, use of resources, solidarity, morale, innovativeness, autonomy, adaptation with the environment and competence to solve problems)

The results of Table 1 indicate that the Kolmogorov-Smirnov test is used to evaluate the normal distribution of the scores of the variables. The null hypothesis in this test is the normal distribution of the variables. If the significance level of the test is greater than 0.05, the null hypothesis is confirmed and we conclude that the distribution of the mentioned variable is normal. Regarding the significance levels obtained, we conclude that the variables of organizational trust and organizational health and the parameter of solidarity is normally distributed ($\text{Sig} < .05$). But other parameters of organizational health have abnormal distribution ($\text{Sig} > .05$)

RESULTS OF HYPOTHESES TESTING

There is a significant relationship between the organizational trust and the components of organizational health (focusing on the goal, adequacy of the communications, optimal distribution of power, use of resources, solidarity, morale, innovativeness, autonomy, adaptation with the environment and competence to solve problems) among the physical education teachers in girls' schools in Tabriz.

DISCUSSION AND CONCLUSIONS

This study investigated the relationship between the components of organizational health and organizational trust in physical education teachers in girls' schools in Tabriz in school years of 92-93. The obtained statistical results from studying the hypothesis revealed the importance of planning for organizational health regarding the components of organizational health in order to the success and progression of any organization. Organizational components in this study (according to Giddens) include: focus on objectives, adequacy of communications, optimal distribution of power, use of resources, solidarity, morale, innovativeness, autonomy, adaptation with the environment, adequacy in solving problems. Trust is an important organizational element for the success of the organization. Organizational theorists and management consultants agree on this issue. That's why in this study we examine the relationship between individual trust and each of the organizational components and was tested in thirteen hypotheses. Based on the results presented in this study, there is a significant positive relationship between all the components of organizational health and organizational trust. The results of testing hypotheses one to eleven indicate this issue. Therefore, the findings of this study regarding the relationship between the components of organizational health and organizational trust are consistent with the findings of (12), and (13), Hoy, Pater and Katcamp and ... who have discussed the relationship between one or more components of the organizational health and organizational trust. (14) argue that organizational health increases productivity in all levels of the organization, because organizational health leads to mental health and welfare of the employees and in this case, they do much effort to do the best job. Accordingly, managers' attempt to increase organizational health can bring good results for the organization. In recent studies by (14), (15), (16), (17) and (18), it was indicated that the organizational health causes an increase in employees' sense of collaboration in the organization, which is because of the trust that they find in the environment of the organization. Thus, the organizational health can lead to increased organizational trust which is consistent with the results of this study.

Ribiry (2005), states the principle of trust in the organization as a way to increase cooperation and union of the employees (19). Therefore, trust and the development of communication between the employees, are the two variables that can affect each other and increase efficiency in the organization, as Koses and Posner (1995), describe trust as one of the most important leadership qualities in order to keep organizational health (20).

Callaway (2006), argues that the distribution of power on the basis of merit, is a feature that may lead to increased job satisfaction and more communications between the employees. In fact, a proper power distribution can increase the level of trust in employees toward the managers (21).

Scott (2006), also describes trust as necessary to increase the level of organizational commitment and believes that attending the increased level of staff commitment will increase organizational commitment. Accordingly, the increasing growth of the organization will continue (22).

Callaway (2006), has described enjoyment of the job as an important factor in providing better and beneficial performance by the employees and believes that managers' activities should be such that it should increase job enjoyment in the employees so that with this enjoyment, they show more effort towards the

development of the organization (21). In addition, in studies of (13) and (15), it was also reported that spirit, is one of the factors contributing to the increase the employees efficiency that this variable can be influenced by organizational trust.

Scott (2006), describes organizational trust as necessary for comfort and peace of mind for the organization's staff that can positively affect their creativity and innovation because the employees can be focused on job issues with peace of mind in the organization and this concentration can rise to new and innovative solutions from them (22).

Scott (2006), believes that freedom of action in addition to increasing the level of confidence and trust in the staff, increases the likelihood of creativity and new ideas as well, because as they have the freedom of movement in their jobs, can examine various aspects of the work and thus new ideas come to their mind (22). Callaway (2006), argues that addressing and solving the problems of the staff will make them feel self-esteem and they will continue their activities with higher motivation (21).

These studies have shown that organizational health increases organizational trust in the employees. This will increase productivity in all levels of the organization because the employees show a wide effort to perform tasks well and assist the organization in achieving its goals. Low levels of trust leads to increased stress, decreased productivity, lack of innovation and harm to the decision-making process. Distrust, also reduces worker morale, increases absenteeism and turnover and increases costs of the organization. Therefore, education as a fundamental organization for the development and promotion of the country in various cultural, social, economic and political fields needs special emphasis on the health and confidence of the staff, and it is always needed to benefit from the presence of the experts and committed consultants to investigate this important issue and solving the problems and improving the educational staff.

RESULTS

There is a direct, positive and significant relationship between the components of organizational health and organizational trust in the ministry of education, and the increase or decrease of one of the components of organizational health has a direct impact on teachers' trust and has an important role in their performance. Also (23), indicated in his study that the organizational health can increase organizational trust in the employees. (24), also describes the existence of organizational trust as a mechanism to increase the better adaptability of workers with the work environment. One of the strategies for productivity of manpower at schools is to establish trust to the workplace in teachers and the staff. Most experts know workplace trust as an important factor in their job compatibility and this factor can increase their performance and efficiency. Therefore, trust is essential for the success of the organization. The results of the study indicate that the current state of education in Tabriz is ideal at the viewpoints of physical education teachers at girls' schools and the department is of good health and they serve with full trust in their business environment.

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