The Relationship and Its Impact Between Organizational Health and Job Satisfaction

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Abstract

The research aims to investigate the relationship between organizational Health and Job satisfaction beside and examine how a job satisfaction is affected by the state of health in an organization.

The population includes (80) employees who work in different areas of Baghdad Mayoralty. Questionnaire form was used to collect a required data from sample of research. This questionnaire consists of three parts, First part concern with individual data while the second used to measure the level of health in a survey organization depending on (Karaguzel, 2012) characteristics' that involve (21) statements and the last part measured the degree of Job satisfaction based on (Minnesota Satisfaction Questionnaire-short form) which contain (20) phrases. The questionnaire upon distributed to respondents was translated to Arabic language. So, Acronbach's test using SPSS program for social science to determine the reliability of this instrument that it indicated to the respective value. As well as the statistical results were confirmed the research hypothesizes that refer to strong and significantly as such influence between organizational health and job satisfaction.

Keywords: organizational health, job satisfaction, Baghdad mayoralty

1. Introduction

In principle, the starting point of present research is the idea which it resulted from various studies that lay down if a level of health in any organization is languid the job satisfaction becomes weak and if it is powerful the job satisfaction grow to be high ranks. It is difficult to determine exactly the meaning and measuring of organizational health and job satisfaction because of disagreement among concepts.

Generally, in a healthy organization, there are high degree of employees responsible, commitment, productivity, high morale and high performance. Also, simply Job satisfaction refers to how an employee feels about the work. This research illustrated the concepts of both an organizational health and job satisfaction which mentioned in management literate beside the widespread measurement belong them. The study of this subject is necessary to get guidance to improve status of an organization and their employees at the same time by determining the strengths and weaknesses factors that it can be developed. Also, the importance of the research is to be embodied through attempt to apply one of the universal measurement in the local environment from one of the civil Iraqi Organization that it named Baghdad Mayoralty.

Actually, this research can be considered one of the pioneer studies in this field especially in the English Language. As a result the theoretical literate and practical issues may add a new acquaintance to knowledge storage, which other researchers can be used as basis starting off to do a supplementary research in this field or another sector in Iraq.

2. Theoretical Background

2.1 Organizational Health

2.1.1 The Definition

Argyers can be considered the pioneer scientist using the term of organizational health since1950. Miles in 1969 also take in his study's own definition of a healthy organization when he states about a simulation development on the school climate through the relations between students, teachers and managers. (Arel, 2016. 82). It is inevitable to
mention that organizational health term was derived from a healthy expression that it refers to the overall condition of one's body or the state of being well (Aoudi, 2016, 332).

Health as well as indicate to soundness, freshness, happiness, security, truthfulness, piety, salvation, peace and reconciliation (Pordeli, 2017, 27). World health organization health report gave the vast meaning of health point at the state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity (Bowling, 2005). In brief the researchers were agreed that there are four main perspectives exist in health concept as follows (Brulde, 2005, 82; Griffin, 2008, 126).

A - Health as absence of disease.
B - Health as well being.
C -Health as balance.
D - Health as ability.

The notion of organizational health like other human conception are differs between scientists and researchers, according to their orientations and viewpoints when they defined it in vary ways. Some of them fixed on an ability of organization to face external and internal influences to exist and continue with success, such miles which believed that a healthy organization is durable and survival of the organization in its environment and development it for more adaptability (Zahed, 2013, 219).

Korkmaz also introduced close definition in other words, when he thinks that organization health refers to the capacity of the organization to adapt to its environment (Korkmaz, 2011, 14). The viewpoint of Gholamzadeh was conformed with prior connotations where he sites that organizational health used to describe the ability of organization to face outside influences or the ability of it to deal with its environment in the a way that preserve the integrity of organizational programs (Gholamzadeh, 2012, 9).

One more group of scientists and researchers add other variables to explain the meaning of organizational health, for instance employees well being, performance and future. The scientist Koseoglu linked between a healthy organization and the employee health when indicated that organizational health is connected with the health and well being of the employees (Cemaloglu, 2011, 177).

Hayolston as well as point out that an organizational health is based an analogy with individual health (Hayolston, 2012, 20). Other group correlated between organizational health and an effectiveness of organizations such (Ardic) where indicated that an organizational health is concerned with the employee welfare and the organizational effectiveness (Yuceler, 2013, 782).

This definition is accord with identification of the world health organization that it refers to the ability of an organization to function effectively (WHO, 2018). Lim was presented nearly meaning when he linked to a healthy organization with two requirements. The first concern with the economic health of the business and the second related with the physical and mental health of workers (Lim, 1999, 65).

Sheibani bring out same meaning for a healthy organization while mentioned that it signify to the state of complete physical, mental and social wellbeing of people and their related organizations that enable them have performance normally expected or even higher than their competitors (Sheibani, 2013, 2965). Dennis also declared the identical concept almost where in a healthy organization is a strategy affecting on the performance and improvement of human resource (Dennis, 2011, 9). The Latest group of scientists and researchers focused on the relationship between an organizational health and the future when they cited that a healthy organization is one that does not survive only in the environment it exist but also constantly develop in the long term (Miles, 1969, 378). Kelly and Kelloway approximately confirmed this explanation by his opinion that a healthy organization is not solely the result of the absence of stresses in the working environment, but also the result of the existence of resources provided by organization that enable employees to handle these job stresses (Kelly, 2013, 914; Kelloway, 2004, 223).

As a whole, despite these likeness definitions we can seen incorporation dominations as employee welfare, employee performance, organizational goals, absence of disease, sinking of stress and interest for the future. Therefore the organizational health is the well being of both employees and their organizations through them having the best physical, mental and moral to achieve objectives with high performance to be successful and effectiveness for a long time.
2.1.2 The Characteristics of a Healthy Organization (Lyden, 2012, 3; Yuceler, 2013, 784; Lim, 1999, 55; Arel, 2016, 82; Hoy, 1999, 50 & Tarter, 1988, 70)

Business management literate had been resulted numbers of properties directly related to the state of a healthy organization as following:

1. There are committed, responsible and high morale and open communication channels.
2. It supports success, employees’ welfare and happiness with authority structure, value system, norms, reward and sanction system.
3. People like to work and they are proud to be a part of its organization.
4. There is congruence between organizational components such managerial, technical and personnel.
5. There are programs for employee development and innovation.
6. There is increasing in the organizational ability to perform the task effectively.
7. It is maintaining a good relationship with peers.
8. It is trustworthy in information exchange and it has the flexibility and creativity for making necessary changes based on data obtained.
9. The degree of trust in managers, trust in colleagues and trust in the organization increase.
10. Employees are ensured to participate in the decisions.
11. The organization seeking for work excellence by achieving goals more than expectance.
12. Work satisfaction and workplace peace are high.
13. The employees are protected from the outside pressures.
14. There are increases in organizational growth and improving.

In addition to previous attributes Clahell marked by putting four aspects to reach the state of a healthy organization as following (Yuceler, 2013, 781).

1. Objectives and responsibilities are clearly set.
2. Systematic problems solving and evaluation is performed.
3. A construction and open to change organization spirit present.
4. The energy required for growth, development and the feedback system are available.

2.1.3 Organizational Health Models

There are several models had been used to recognize the health level of an organization. The fame patterns are:

1. Miles model: This type developed by miles. It consists of ten dominations put to use it for pinpointing the level of organizational health.
2. Hoy Model: This pattern set up by Hoy. It contains seven attributes make use of determining the level of health according its.
3. World Health organization Model: This exemplar advanced by W.H.O to measure the condition of health in an organization. It has four characteristics to appoint the level of health (W.H.O.2005,4)
4. Karaguzel Model: This researcher state comprehensive element that it refers to health status in an organization. It includes (21) factors, some of it exist in the prior models and others are belonging to this model.

In this study, we are depending this model as a scale to know the degree of health in Baghdad Mayoralty. We choose this model because of it is newer, universal, complete and large-scale.

According to (Karaguzel, 2012) the characteristics that must exist in an organization to be a healthy are (Yuceler, 2013, 781):

Open to innovation and improvement.
1. Its long term effectiveness is high.
2. Employees are ensured to participate in the decisions.
3. Organizational commitment is developed.
4. Responsibility to the environment and employees.
5. Proactively take preventive measures.
6. Work stress is low.
7. Work satisfaction and workplace peace are high.
8. Importance is attached to employees.
9. Number of absences and quits is less.
10. Communication between the individuals and top management is strong.
11. Worker safety is present, work accident is scarcely encountered.
12. Employees work with high motivation and exhibit high performance.
13. Unfavorable internal and external environmental conditions cannot damage the organization.
14. Team spirit is developed employees act with the sense of us.
15. Employees feel themselves safe in the organization.
16. Information flow is robust and timely.
17. Strategies are put into practice successfully.
18. An open, trust – focused and encouraging organization culture is present.
19. Problems are intervened by digging into the causes.
20. The organization is efficient and effective

2.2 Job Satisfaction

2.2.1 The Definition

There is no single an explanation can give a completely meaning for job satisfaction wherein the scientists and researchers in the field of management had been presented vary definitions according to their viewpoints. Further, job satisfaction for individuals can diversity in time and space, beside the specification of job satisfaction is different from person to person and within any one person from time to time (Cortese, 2007, 303). Job satisfaction is the key ingredient that it leads to recondition, income, promotion and achievement of other goals that lead to a feeling of fulfillment (Ekta, 2013, 523). Simply, job satisfaction refers to the degree to which employees have a positive affective orientation towards employment (Price, 1997, 240). It describes how employees felt about their job (Cowin, 2004, 1449). Job satisfaction in other words and same meaning indicated to which people like or dislike their job (Ivan Cersich., 2005, 112), and also a set of feeler which employees have about their work (Pincus, 1987, 112). Dirk determined job satisfaction as a positive emotional response to their job and performance (Dirk, 2015, 206).

Generally, the scientists and researcher fancy about job satisfaction that can be classified as follows:

1. Job satisfaction as an effect: It refers to an affective reaction to one's job (Young, 2008, 879). It means in other words an individual's emotional reaction to important factors of the work (Pincus, 1986, 395). It is necessary to mention that job satisfaction may be influenced both positive and negative effects (Judge, 2001, 67).

2. Job satisfaction as an attitude: It indicates to appositive or negative evaluation Judgment one makes about one's job. (Weiss. 2002). It also means and attitudes that relate to overall attitudes towards life or life satisfaction. (IllLes. 2009, 87). Fabi confirmed this meaning when he state that job satisfaction is a broad view as employees' attitudes towards their working conditions and working environment (Fabi, 2015, 773). The positive attitudes are equated with satisfaction and negative attitudes with dissatisfaction (Jiang, 2008, 11).

3. Job satisfaction as an expectation: The studies have shown that a job satisfaction and dissatisfaction depend not only on the nature of the job but also on the expectation of their job (Daehlen, 2008, 1789). Therefore job satisfaction becomes a function of the perceived discrepancy between the intended and actual performance. (Tzeng, 2002, 876). As a result, job satisfaction, according to this approach can be defined as the difference between the amount of rewards worker's receive and the amount they believe should receive (Ma, 2003, 293).

4. Job satisfaction as believing system: This concept is related to individual values which are defined as enduring believe that guide the individuals' attitudes, Judgment and behaviors (Hegney, 2006, 271). These values are experienced by the individuals as standards that guide how a person should function (White, 2006, 69).
5. Job satisfaction as a multidimensional construct: job satisfaction is a complex, multidimensional concept because of a multitude of variables associated with it (Comber, 2007, 297). These variables related to pay, work supervision, professional opportunities, benefits, organizational practices and relationship with co-workers. (Wild, 2006, 544).

6. Job satisfaction as a dependent concept: This concept is related to some affective factors such as individual, organizational characteristics and the mechanics of the job. A positive affective and negative affective are two examples of personality variables (see, 2004, 437).

Finally, we resulted that job satisfaction is an exalted if the job provides an employee expected needs and it is depressed if the job does not fulfill the psychological or physiological needs (Cook, 2008, 83). And we can define it as the degree to which employees' linkage desire, stay and continue their work. These attributes can exist if a job satisfies their needs and ambitions.

2.2.2 The Measurement of Job Satisfaction

The tradition, literary of management puts forward several approaches had been assessed and evaluating job satisfaction in both theoretical and practical researches. The following scales were widely used as a measurement for job satisfaction:

A- General Scale: This is a global job satisfaction instrument (Ironsom, 1999, 193). It has (18) items and the response include three choices to answer any question. Agree (Yes), not sure (uncertain) and a person is not agreeing (No).

B- Andrew and witty job satisfaction questionnaire. This scale is a dimensional questionnaire measure global job satisfaction (Rent, 1992, 3573). It has five items and the responses have seven chooses according to likert scale.

C- Job satisfaction survey: It is a multidimensional instrument that was developed for the social service sector (Spector, 1997, 693). It has four sub-scales and the responses have six choices from disagreeing very much (1) to agree very much (6).

D- Emergency physician job satisfaction scale: This is a multidimensional instrument designed for physicians working in an emergency department. (Loyd, 1994, 3). This scale has (79) items can category in (11) sub-scales. The responses have seven chooses from strongly disagree (3) to strongly agree (3).

E- McGlosky and Muller satisfaction scale: This is a multidimensional questionnaire designed for hospital staff nurses. It involves (131) items and the responses have five chooses ranging from very dissatisfied (1) to very satisfied (5) (Muller, 1990, 113).

F- The nurse satisfaction scale: This scale used to measure job satisfaction among nurses (Ng, 1993, 113). It contains (24) items and the responses have seven chooses ranging from strongly agree (1) to strongly disagree (7).

G- Minnesota satisfaction questionnaire (MSQ): This scale is one of the most popular measures of job satisfaction. It was developed by Weiss, Daeis, England and Lofqnis since 1967. This scale assesses the degree of respondents' satisfaction with each need in their current work environment (Thompson, 1992, 62).

The scoring of MSQ is relatively simple as:

A- Percentile scores of 25 or lower indicate low satisfaction.

B- Percentile scores of 26 to 74 indicate moderate satisfaction.

C- Percentile scores of 75 or more indicate high satisfaction.

In this research, we depended this scale (short version) because it has been widely used studied and validated (Field, 2012, 11).

3. Research Methodology

3.1 Research Goals

This research aims to pinpoint:

A – The level of organizational health in the survey organization.

B – The level of job satisfaction that employees obtained in the survey organization.

C – The relationship and its impact between organizational health and job satisfaction.
3.2 Research Importance

The importance of this research is an attempt to apply the universal measurement in the local environment through one of the important civil service organization that it names Baghdad Mayoralty.

3.3 Problem Statement

An organizational health is one of the definitive signs of success for any organization that it reflects on job satisfaction beside other indications such as organizational effectiveness and efficiency where the practical studies refer to a powerful relation among them.

Therefore, we can determine the research problem out of after questions:

A- What is the level of a health in the Baghdad Mayoralty?
B- What is the degree of job satisfaction obtained by the employees who working in the Baghdad Mayoralty?
C- What are the impact and relationship between organizational health and job satisfaction in Baghdad Mayoralty?

3.4 Research Hypotheses

The statistical hypotheses are the null hypotheses (Ho₁, Ho₂) and the alternative hypotheses (H₁, H₂) shall be tested.

Ho₁: There is not a significant positive relationship between an organizational health and job satisfaction.
H₁: There is a significant positive relationship between an organizational health and job satisfaction.
Ho₂: An organizational health does not affect on job satisfaction.
H₂: an organizational health does affect on job satisfaction.

3.5 Conceptual Model

According to business management literate and the research hypotheses we can fancy the conceptual model as illustrate in the Figure 1.

![Conceptual Model Diagram]

Source: own researchers

3.6 Research Sample

The survey of this research is conducted on (80) employees who were working in Baghdad mayoralty in November 2017. This sample includes (25) females and (55) males. The age of them was ranging from (25-60) years. The single percentage was (37.5), (45.5) percentage were marred and (7-5) percent were divorced. The background experience ranged between one year to more than (20) years and (71.2) percentage to participate have college graduates.
3.7 Data Collection

Research data were collected by using a questionnaire form that involves three parts. The first part belongs a personality data, a second part comprised (21) expressions related to organizational health and the third part contains (20) expressions concern with job satisfaction. Hundreds questionnaire forms were distributed, (80) from it subordinated to statistical analyses after put out on Completed forms. An organizational health questionnaire is derived from (Karaguel, 2012) characteristics using a scale through individual responses. Job satisfaction questionnaire based on (Minssota Satisfaction Questionnaire-short form) used for fixing the level of employee satisfaction by their replay.

Overall, the questionnaire translated to Arabic language from English and the research sample response to each expression by a likert scale from (1) to (5). The content validity of the questionnaire was examined by (6) experts in business management field which they presented several remarks that prompt us to amend it based on upon Feedback received. Then, we distributed a questionnaire to (25) employees outside the sample and subjected to test and retest with a gap of (3) weeks. The percentage of research validity reached at (0.82). Cronbach's Alpha was used to examine the reliability of instruments. So, the means of organizational health was computed (0.84) and the job satisfaction medium calculated about (0.82). These results were confirmed questionnaire content, correctness.

3.8 Statistical Means

The statistic means were used to deduce all results by statistical package for social science (SPSS) version (19). The means consist of weighted mean, Relative importance, standard division, coefficient of determination, simple correlation beside Z and T tests.

4. Data Analyses

4.1 An Organizational Health Data

The table (1) show that a level health of the Baghdad Mayoralty in general was moderate were as the average mean value of all scale items reached at (3.28) or (65.8) percentage. A Standard division of (1.3) and difference coefficient was (0.458). This result indicated correct representation of the mean in the research sample. But in detail, we notice vary indications according to respondents of sub-scale items such as:

A- There was no an evidence of lack characteristic existence.

B- There was an acceptable level of some properties as availability system to support innovation, employee participation in decision making, high performance in a long period of time, a cope with internal and external environment, getting an exact information up to date and successfully strategies reach of an effective and an efficient. (Q.N 1.2.3. 14. 17. 18. 21).

C- There was an intermediate degree belong several attributes like a progress in an employee's commitment, trust worthily, sensibility toward the environment, the employees feeling themselves importance, regarding and respect an employee emotional beside availed system to analyses problems because of causes fixing. (Q.N 4.5. 8.9. 15.20).

D- There were some signs of having a very good point of a healthy state for instance the decline of employee absences and quits furthermore the sense of employees about safe (Q.N.10.16).

E- There was no stand mark for the perfect grade for any sub item scale.

So, Table 2 illustrates and makes sure for preceding conclusions where it demonstrated the difference values belong items scale from weakness to strength.

Table 1. Statistical indications for organizational health in Baghdad mayoralty

<table>
<thead>
<tr>
<th>Q. N</th>
<th>Strongly Disaccept</th>
<th>Dis-accept</th>
<th>Partly accept</th>
<th>Accept</th>
<th>Strongly accept</th>
<th>Mean</th>
<th>Std division</th>
<th>Diff coefficent</th>
<th>Percentage</th>
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<tbody>
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<tr>
<td>2</td>
<td>18</td>
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<td>Survey questions</td>
<td>Mean</td>
<td>Percentage</td>
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<td>Weak</td>
<td>0-49</td>
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<td>0.385</td>
<td>67.6</td>
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<td></td>
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<td>Acceptable</td>
<td>50-59</td>
<td>1.2.3.14.17.18.21</td>
<td>1.38</td>
<td>73.6</td>
<td></td>
<td></td>
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<td>Intermediate</td>
<td>60-69</td>
<td>4.5.8.9.15.20</td>
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<td>74.0</td>
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<td>74.0</td>
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</tbody>
</table>

Source: Statistical analyses

4.2 Job Satisfaction Data

The table (3) emerged the degree of the employee satisfaction that it refers to the intermediate state in general, whereas the average mean for all questionnaire items that its connect with this variable was (3.45) or (69) percentage, while the standard division of (1.27) and the difference confident reached at (0.336). Therefore, this result was confirmed that the weighted mean showing right agent for sample. So, attention to particular items there were diversity answers for sub-items as follows:

A- There was no an item had an important degree.

B- There was a passable level of any items as the opportunity to be important to carry out, unlike things at a time, perform some things instead of others beside the ability to guiding workers further accordance between income and efforts to do work and work prevalence.
C- There was a moderate level pertained to some items such the chance to achieve things by oneself, the behavior of superiors with their subordinates, the sufficient of boos to make the right decision, using the specific ability to a chive some things besides the possibility to go on their job and the staff of an environment of the work place.

D- There were some items obtained a good level like oneself become busy along work time, the capacity to do things is incompatible with their values, Job stability, using personal technique to a accomplish duties, working relationship, rewards for discrete job and the employees sensibility after job compliment.

E- There has been just one item had a very good degree concern with an implementation procedure and instructions.

F- There was no any item taking a perfect point.

In that manner with emphasis the past outcomes, Table 4 was clarified it by showing the unlikeness values of items scale that classified from minimum to maximum.

Table 3. Statistical indications for job satisfaction in Bagdad mayoralty

<table>
<thead>
<tr>
<th>Q.N</th>
<th>Strongly dis accept</th>
<th>Dis accept</th>
<th>Partly accept</th>
<th>Accept</th>
<th>Strongly accept</th>
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<td>12.5</td>
<td>1804</td>
<td>21.6</td>
<td>3.45</td>
<td>1.27</td>
<td>0.336</td>
<td>69.0</td>
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</tbody>
</table>

Source: Statistical analyses

Table 4. Sample response classification for job satisfaction

<table>
<thead>
<tr>
<th>Sample respondents</th>
<th>Evaluation mark</th>
<th>Survey questions</th>
<th>Mean</th>
<th>Percentage</th>
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</thead>
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<tr>
<td>Weak</td>
<td>1-49</td>
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</table>
4.3 Hypothesizes Test

Before we test research Hypothesizes, it is important to determine two variables were identified as following:

- Independent variable: Organization Health
- Dependent Variable: Job Satisfaction

A. Relation Hypothesis Test: Table 5 was revealed and making clear a strong and positive relationship between organizational health and Job satisfaction, whereas the value of the correlation was (0.71). So, to ascertain this a number of point (T) test was used. The value of calculating (t.c) of (3.11). At (2) degree of freedom and (0.95) confidence level of (t) tabulated (t.t) of (2.24). So, (t.c) value is greater than (t.t) value. As a result, the relation is statistically significant. Therefore, null hypothesis reject, but the alternative hypothesis that it states there is a significant and positive relationship between organizational health and job satisfaction is acceptable.

B. Impact Hypothesis Test: From Table 6 we can perception that the beta value (B) of (0.655) which is positive. This makes sure for the relation and impact reciprocity between research variables as we mentioned in a conceptual model. Thus, an advanced in a health of the organization will bring a better level of job satisfaction. In other hand on the contrary is correct as well as when the level of organizational health decline lead to diminish of job satisfaction. The coefficient of determination (R2) which is explain an effectiveness of the research model of (0.78). This is indicating that (78) percentage of the variation in the organization explained by independent variable and the remaining variation that get nearly (22) percentage is explained by other variables outside the research model. Therefore, the value of (R2) is more than (50%) percentage that refer to an organizational health is good enough to give the meaning of change in the job satisfaction. Also, the value of (F) test statistic from previous results is (11.26) which is calculated while the (F) tabulated was (3.92). As a result, the (F) calculated is greater than the (F) tabulated. Hence, according to this indication, we reject the (Null) hypothesis and accept the alternative hypothesis which states that the organizational health effect on job satisfaction.

Table 5. Finding of relation

<table>
<thead>
<tr>
<th>Variable</th>
<th>R</th>
<th>Df</th>
<th>Conf</th>
<th>T.c</th>
<th>T.t</th>
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<tr>
<td>Organizational Health</td>
<td>0.71</td>
<td>-</td>
<td>0.95</td>
<td>3.11</td>
<td>2.24</td>
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<tr>
<td>Job satisfaction</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Source: Statistical analysis

Table 6. Finding of impact

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficient</th>
<th>R2</th>
<th>F</th>
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<tr>
<td>(Constant)</td>
<td>0.892</td>
<td>0.143</td>
<td>0.681</td>
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<tr>
<td>Organizational Health</td>
<td><strong>0.655</strong></td>
<td><strong>0.771</strong></td>
<td></td>
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</tbody>
</table>

Source: Statistical analysis
5. Discussion and Recommendations

There is no second opinion about the fact that organizational health plays a pivotal role for numbers of organizational characteristics that organizational health be of importance because it is a sensitive feature that strongly influences on employee motivation, especially if an organization want to be discrete.

This is more necessary for serviceable organization such Baghdad Mayoralty that it is responsible to produce all services in the Iraqi capital. The results of this research were suitable with many carrying out studies in numbers countries in the world. So, the statistical indications revealed in one hand that the average weighted mean of every items were used as scale to get a moderate level in both research variables, but there was no any item had a perfect point beside there was just one item obtained very good mark and also several items acquired good grade. On the other hand it emphasis the relationship and reciprocal affection between the health of an organization and job satisfaction. This conclusion shall lead upper management to work seriously to rise a level of health because the advanced in a health status will improve the level of job satisfaction which also reflected on organizational health another time by treating a languish dominations in an organizational health where it prompts again the level of job satisfaction to go up but if the state of health go on opposite by mistreatment the lack attributes the level of job satisfaction go down. Finally, to surpass the weakness factors in both research variables we will present the following recommendation that aid all organizations to be a prosperous.

1. Seriously working to support innovation by building a system that it prodding employees toward renewal and bringing up to date.
2. Increasing an employee's participation in decisions making because this is motivate worker to achieve organizational goals.
3. Facing the environment changing by adapted procedures, processes and instructions to be suitable to this changing.
4. Supplying needful information for all workers at fit time.
5. Raising the level of employees sensible toward the environment.
6. Working on going of employees feeling toward themselves importance of respect and regard them through propagate the culture concern with this subject.
7. Strengthening communication systems by encouraging worker in open relation with the staff either their colleges or supervisor.
8. Encouraging all employees toward teamwork and strive for spreading cooperation culture.
9. Reinforcement the system of problems analysis because of this system aid employees to surmount their restraints which may prevent to do duties exactly.
10. Charging workers to achieve alone some duties because this is increasing employee confidence in themselves.
11. Making easy and clear all instructions, procedures and processes in order to understand by employees without difficulty.
12. Fixing a system encourages worker toward positive competition.

References


Pordeli, F. (2017). Examination of the Impact of Promotion of Organizational Health on Organizational Commitment Among Employees of Zabol University of Medical Sciences. Institute Universities.


