A Study of the Relationship between Organizational Health and Job Performance with the Mediating Role of Psychological Empowerment of Executive Entities Staffs of Sirjan City

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Abstract
A factor that can be effective in improving job performance is having a healthy organization with an empowered subset. The present study, a research-based work, has been conducted with the objective of studying the relationship between organizational health and job performance with the mediating role of empowering. In addition, the theoretical literature and testing the hypotheses of the study have also been reviewed. In the frame of a survey, to select sample from the population including the entire staffs of executive entities of Sirjan city, 274 people were selected as the sample by random stratified method. After questionnaire distribution, data analysis was applied in two descriptive and inferential statistics levels. The construct validity was confirmed by factor analysis. Reliability of the instrument was calculated as 0.897 using Cronbach's alpha coefficient. In order to analyze the data, statistical tests Parametric tests of t, correlation coefficient and structural equation model were applied using the software LISREL. The results obtained from the study are indicative of presence of a significant relation between organizational health and job performance, between organizational health and staffs empowering, as well as between empowering staffs and job performance of staffs.

Keywords: organizational health, job performance, empowerment, psychological empowerment

Introduction
Considering staff and job performance as the largest and most important organizational asset is a phenomenon that has had an ample growth in the recent decades (Ibrahimi, 2013:14, Abdulwahab, 2016:1). Thereby, recognizing the factors affecting the staffs' performance is one of the objectives of the optimizing manpower in management of executive sectors, which is laid for the measurement of knowledge, abilities, motivation, job behavior, and performance of employees (Kamkar, Landaran Isfahani, and Raee, 2007:3). The modern organizations easily provide their required goods and raw materials from other organizations and other countries; the only thing that is not readily tradable in its ideal form is skilled and efficient manpower having a desirable performance. To select a skilled and efficient labor power, the conditions of the organization being healthy and empowered can be mentioned (Zein al-Dini, 2014:17, Parsai Mehr, 2016:1). The current value and the future success of each organization completely depend on the abilities and skills of its staffs. This is the staffs that are the main source of competitive advantage, not the raw material or technology. The organizations having empowered staffs can take fast decisions in the global markets and move along with the speed (Ibrahimi, 2013:3, Lado and Wilson, 1996, Dessler, 2011).
The condition of organizations being coordinated and aligned with systems is that they must possess required and sufficient features of a healthy organization. If sub-sets do not have features of a healthy organization, they will not only be unable to fulfill their tasks very well, but also have negative effects on other systems and society (Eivazi, 2011: 8). The importance of the present study is expressed by the effects of presence of a healthy organization and the problems that may otherwise occur as corruption. If the administrative system is not healthy, despite the good intentions of policy makers, what is realized in practice might be in confliction with their objectives and policies (Zein al-Dini, 2014: 17). The concept of organizational health is a unique concept; in healthy organizations, the staffs are dedicated and conscientious and have high morale and performance. A healthy organization is place where people come to work eagerly and they are proud of working in their workplace. In fact, health of organization has a significant effect on effectiveness of each system behavior in terms of physic, psychology, safety, and belonging, meritocracy, valuing the knowledge, expertise, and personality of beneficiaries, as well as developing their potential and performing the assigned duties by their upper-systems (Qurban Shirudi, 2012: 5). One of the factors effective in improving job performance is a healthy organization with empowered sub-set. In addition, in the recent years, many studies have been conducted regarding empowerment. Since 2012, the psychological subject of empowering has been raised which means that the staffs having psychological empowering have more satisfaction and motivation at work (Sun, 2016: 584).

Research literature

Job performance

Attention to staffs and ,on top of it, their job performance as the greatest and most important assets is a phenomenon that have been growing significantly in the few recent decades (Elnaga & Imran, 2013). Now, in order to enhance their productivity, industrial-commercial, even service, industries are trying to increase allocation ability and satisfaction and attachment of their own human resources, in addition, they have related productivity to improving job performance and life quality of them (Ibrahimi, 2013: 14; Osunde: 2015). Paterson, in his famous theory, refers definition of job performance to a set of coherent and targeted activities that is expected from an employee and he knows the performance of staffs depend on four factors of improving work, collaborating in work, sense of responsibility in work and regarding discipline at work (Ashrafi, 2014: 8).

- Work improvement: is a process that facilitates the ongoing successful strengthening of performance, and helps people to recognize their weaknesses and correct them and it will finally lead to effectiveness and more productivity.
- Collaborating in work: is an intellectual, practical process, and collaboration of staffs and management in determining goals and conducting practical plans at various stages in certain and fruitful levels of programs.
- Sense of responsibility in work: means legal and moral responding in work, so that an individual knows him responsible and dedicated for doing the works that he is in charge of them.
- Discipline at work: is in fact creating a situation where human resource of an organization can coordinate with organizational laws, regulations, and standards, and act based on them. In the other term, it is discipline and a type of education with the objective of human attitudes and behavior modification, so that their tendency to regard organizational laws, regulations, and standards and management will be enhanced (Ibrahimi Meymandi, 2013: 4).

Considering the four dimensions of job performance, it can be concluded that skilled and efficient manpower is not readily tradable in its ideal form. To select a skilled and efficient labor power, the conditions of the organization being healthy and empowered must be considered (Zein Aldini, 2014; 17).
Psychological Empowerment of Staffs
Psychological empowerment of human resource is a modern attitude of intrinsic job motivation that means releasing internal powers of staffs and it provides conditions and opportunities for developing talents, abilities, and competence of staffs. Moreover, empowerment makes a positive attitude among staffs about the job and their organization (Yaghoobi, 2011:1603). Spreitzer (1992) has identified four dimensions for empowerment. According to the studies of Mishra (1992), another dimension has been added to the others; as a result, five key dimensions of empowerment have been formed. The five key dimensions of empowerment are sense of self-efficacy, sense of self-organizing, Personal acceptance of result, sense of being meaningful, sense of trust to others (Verdi Nejad, Mirzaee and Zamani Fard, 2009:4).

- Sense of self-efficacy or competency: the sense of competency means that staffs believe they have the skill and ability required for doing their tasks. Sense of competency is the individual's belief in his abilities in order to do his tasks skillfully (Muhammadi, 2003:164).
- Self-Organizing or the right to choose: when people are involved with their task voluntarily, instead of being forced to be involved or quit a task, they have the sense of self-organizing (Khan AliZadeh et al, 2011:29).
- Being meaningful: is a value attitude that results from Congruency of the ideals and values of the people as well as what they are doing (Muhammadi, 2003:164)
- Being effective: is personal acceptance of results. Empowered people have the sense of personal control over results. They believe that they can make a change by effecting on the environment they working in, or on the results that are produced (Khan AliZadeh et al, 2011:29).
- Trusting others: trust means having the sense of personal security. Trust also implicitly implies that people put themselves in a position of vulnerability; however, empowered people believe that no harm will come to them as the result of the trust (Muhammadi, 2003:165)

According to the afore-mentioned points, in healthy organizations, the staffs are dedicated, beneficial, and conscientious and have high morale and performance. A healthy organization is a place where people come to work eagerly and they are proud of working in their workplace. One of the factors affecting improvement of job performance is presence of a healthy organization with empowered sub-set.

Organization health
Organizational health refers to a condition beyond short-term organizational effectiveness, and addresses a set of relatively long-lasting features. It is durability and survival of the organization in its environment, compatibility with it and upgrade and expansion of the organization's ability to adapt more (Ghahremani et al, 2012:15).

Dimensions of organizational health from the perspective of Hoy & Fieldman (1996) include seven dimensions as the following:

- Institutional integration: includes level and needs of organization, and is able to compromise with external destructive forces successfully (Haj Muhammadi, 2013:27).
- Manager's authority: points to the ability of managers to impress superiors. Nevertheless, it is independence in thought and action (Khaloei, 2015: 48).
- Consideration: consideration (respect) represents a behavior of the manager that is friendly, supportive, open and cooperative (Zahraei and Rajaeepour, 2011: 161).
- Construction: refers to behavior of the manager that is task-oriented and position-oriented. Manager clarifies his expectations of the Board of Education and maintains performance metrics (Haj Mohammadi, 2013: 27)
- Resource support: refers to an educational organization that has required resources and tools of education, and it is easily obtainable (Khaloei, 2015: 48).
- Spirit: refers to the sense of trust, confidence, compassion, and friendship among employees (Haj Muhammadi, 2013:27).
- Learning: learning environment is regular and serious, and managers believe in staffs' abilities for being successful in learning (Zahraei and Rajaee, 2011: 160).

According to the conducted studies in this regard, nowadays, organizations pay a considerable attention to the organizational health issue, and by focusing on it as well as empowering staffs, they are trying to enhance their performance, because in the today's fluctuated world, it seems an essential and urgent issue. Therefore, in the present study, by using the idea of the studied population, it has been attempted to study the relationship between organizational health and job performance in executive entities of Sirjan city with the mediating role of psychological empowering the staffs.

![Figure 1: conceptual model of the study](image)

**Research methodology**

The present study is applied regarding its objective, and in terms of methodology, it is a descriptive research in a correlational type. The required data and information have been collected by library research and field-survey. The population of the study includes the entire 917 staffs of executive entities of Sirjan city. According to the stratified sampling method, they were selected as the sample and questionnaires were distributed among them. According to the Jersey and Morgan table, a sample of 274 people was determined. In order to gather data, Spritzer psychological empowerment questionnaire (1992), job performance questionnaire of Patterson (1996) and organizational health questionnaire of Howey and Feldman (1996) were used. Data analysis was done using SPSS 18 and LISREL8.5 softwares.

**Statistical analysis**

Test results of the statistical population mean (t): Checking the status of organizational health variable

H0: average of organizational health variable is not appropriate.

H1: average of organizational health variable is appropriate.

Table 1 represents the test result. According to the 10.776 value of t, freedom degree is 272 and significance value is 0.000. As the significance value is less than 0.05, the maximum and minimum are both positive, so it can be concluded that the average of organizational health variable is more than 3, and this number is significant. As a result, the null hypothesis is not confirmed. Therefore, the status of organizational health variable is appropriate.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Test value</th>
<th>Freedom degree</th>
<th>Significance coefficient</th>
<th>Average difference</th>
<th>Confidence level 95%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational health</td>
<td>10.776</td>
<td>272</td>
<td>0.000</td>
<td>0.4964</td>
<td>0.4043</td>
</tr>
</tbody>
</table>

Checking the status of psychological empowerment variable:

H0: average of psychological empowerment variable is not appropriate.
H1: average of psychological empowerment variable is appropriate.

Table 2 represents the test result. According to the 30.141 value of t, freedom degree is 273 and significance value is 0.000. As the significance value is less than 0.05, the maximum and minimum are both positive, so it can be concluded that average of psychological empowerment variable is more than 3, and this number is significant. As a result, the null hypothesis is not confirmed. Therefore, the status of psychological empowerment variable is appropriate.

<table>
<thead>
<tr>
<th>Test Value=3</th>
<th>T</th>
<th>Freedom Degree</th>
<th>Significance Coefficient</th>
<th>Average Difference</th>
<th>Confidence Level 95%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychological Empowerment</td>
<td>30.141</td>
<td>273</td>
<td>0.000</td>
<td>1.0185</td>
<td>Minimum: 0.9520</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Maximum: 1.0851</td>
</tr>
</tbody>
</table>

Checking the status of job performance variable:
H0: average of job performance variable is not appropriate
H1: average of job performance variable is appropriate.

Table 3 represents the test result. According to the 10.498 value of t, freedom degree is 234 and significance value is 0.000. As the significance value is less than 0.05, the maximum and minimum are both positive, so it can be concluded that average of job performance variable is more than 3, and this number is significant. As a result, the null hypothesis is not confirmed. Therefore, the status of job performance variable is appropriate.

<table>
<thead>
<tr>
<th>Test value=3</th>
<th>T</th>
<th>Freedom degree</th>
<th>Significance coefficient</th>
<th>Average difference</th>
<th>Confidence level 95%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job performance</td>
<td>59.395</td>
<td>273</td>
<td>0.000</td>
<td>1.5459</td>
<td>Minimum: 1.4947</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Maximum: 1.5971</td>
</tr>
</tbody>
</table>

**Correlation test**

Test hypotheses
H0: there is no significant correlation between two variables.
H1: there is a significant correlation between two variables.

Table 4: Pearson correlation matrix between the study variables

<table>
<thead>
<tr>
<th>The correlation coefficient of significance level</th>
<th>Organizational health</th>
<th>Psychological empowerment</th>
<th>Job performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational health</td>
<td>0.617</td>
<td>0.246</td>
<td></td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>0.000</td>
<td>0.470</td>
<td></td>
</tr>
<tr>
<td>Job performance</td>
<td>0.000</td>
<td>0.000</td>
<td></td>
</tr>
</tbody>
</table>

According to table 4, as the all levels of significance at the confidence level of 95% are less than 0.05, so there is a significant correlation among all the variables of the study. in addition, as the correlation coefficient of all of them is positive, so, it is shown that they have a direct relation with each other.

**Testing the study hypotheses**

- There is a significant relation between organizational health and job performance of staffs with the mediating role of empowerment
- There is a significant relation between organizational health and job performance of staffs.
- There is a significant relation between organizational health and empowerment of staffs.
- There is a significant relation between empowerment of staffs and job performance of staffs.
According to figure 2, if the value of $t$ is higher than 1.96 or less than -1.96, the relations between variable at the confidence level of 95% will be significant, that on the basis, all relationships in the model are significant.

Table 5: results of structural equation modeling of the study hypotheses

<table>
<thead>
<tr>
<th>Relations of the variable</th>
<th>T value</th>
<th>Direct effect (R)</th>
<th>Indirect effect</th>
<th>Total effect</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational health-empowerment</td>
<td>8.69</td>
<td>0.65</td>
<td>-</td>
<td>0.65</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Psychological empowerment-performance</td>
<td>5.81</td>
<td>0.64</td>
<td>-</td>
<td>0.64</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Organizational health-job performance</td>
<td>-2.07</td>
<td>-0.17</td>
<td>0.416 = 0.64 * 0.65</td>
<td>0.246</td>
<td>confirmed</td>
</tr>
</tbody>
</table>

$\chi^2 = 758.93 df = 321 RMSEA = 0.071 GFI = 0.94 AGFI = 0.93$

If the value of $\chi^2$ on the freedom degree (df) is less than 3, RMSEA is less than 0.1 and GFI AGFI is more than 90%, it can be concluded that the conducted model has a good fit. Standard coefficient
(R) of the present relations also will be significant at the confidence level of 95%, if t value is more than 1.96 or less than -1.96. As it can be observed in table 5, credibility and good fitness of the model are confirmed, because the chi² value, RMSEA value, and the ratio of Chi² to freedom degree and the value of GFI and AGFI are more than 90%, as a result, all the hypotheses have been confirmed.

Table 6: Responding to study hypotheses:

<table>
<thead>
<tr>
<th>No</th>
<th>Type of hypothesis</th>
<th>Hypothesis</th>
<th>Result</th>
<th>Relation intensity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Main</td>
<td>There is a significant relation between organizational health and job performance of staffs with the mediating role of empowerment</td>
<td>Confirmed</td>
<td>0.416</td>
</tr>
<tr>
<td>2</td>
<td>Secondary 1</td>
<td>There is a significant relation between organizational health and job performance of staffs</td>
<td>Confirmed</td>
<td>0.246</td>
</tr>
<tr>
<td>3</td>
<td>Secondary 2</td>
<td>There is a significant relation between organizational health and empowerment of staffs.</td>
<td>Confirmed</td>
<td>0.65</td>
</tr>
<tr>
<td>4</td>
<td>Secondary 3</td>
<td>There is a significant relation between empowerment of staffs and job performance of staffs.</td>
<td>Confirmed</td>
<td>0.64</td>
</tr>
</tbody>
</table>

Discussion and conclusion
According to the results obtained from the hypotheses of the present study, it can be concluded that organizational health leads to job performance enhancement through psychological empowering. Meanwhile, organizational health has a positive and significant relation with job performance that is aligned with the study results of AslanPour Jokandan et al (2013), Khishi, Beih zadeh, sar Mast (2012), and Nour Muhammadi (2011). The results of the study represented that psychological empowerment has a positive and significant relation with job performance that is aligned with the research results of Fathi (2013), Azar Noush, Hashemi and Anami (2013), Barzegar, and Muhammadi (2011), Sun(2016), Hechanova et al (2006), Kozlovskeet et al (2012), Taktaz et al (2012). In addition, the relation between organizational health and psychological empowerment is aligned with the researches of Miri Kermanshahi and Hajir Nejad (2016), Mehta, Atkins & Frazier (2013). The results showed that the empowered people would have higher performance rather than other staffs. Empowerment increases both the start of work behavior and continuity of effort for these tasks. Especially, high levels of psychological empowerment lead to more and harder efforts, continuity of effort and more flexibility. In addition, the behaviors lead to performance enhancement. Job performance is one of the important parameters in productivity of each organization. It also has a considerable and positive effect on efficiency and effectiveness of organizations. However, on the other hand, growth and continuous improvement of organization is an important issue that has directed the attention of many scholars to the health of organization. Organizational health is not, in fact, just the ability of organization to fulfill the tasks effectively, but it also includes the ability of organization for continuous growth and improvement. In healthy organizations, there are dedicated, conscientious with high spirits and open communication channels with high achievement. Due to presence of organizational health, we witness an increase in accountability of staffs and improvement of the quality of products and services of organizations. Therefore, progress of organizational health expresses that the healthy workspace boundary must be promoted and enhanced. A healthy organization is place where people come to work eagerly and they are proud of working in their workplace. In fact, health of organization has a significant effect on effectiveness of each system behavior in terms of physic, psychology, safety, and belonging, meritocracy, valuing the knowledge, expertise, and personality of beneficiaries, as well as developing their potential and performing the assigned duties by their upper-systems.

Recommendations
As “psychological empowerment” of staffs has had the most effect on improvement of job performance, it is recommended to the managers of executive entities to adopt policies that can empower their staffs. It means that they can help the staffs to feel confident and boost their energy and intrinsic motivation to do their activities. Moreover, with proper compensation and reward system aligned with employees' performance, and creating leeway for employees to the extent that regulations and guidelines allow, psychological empowerment can be enhanced in staffs and job performance can be improved.
As "manager's authority" has the highest role in organizational health explanation, it is recommended to the managers of executive entities to enhance organizational health in their desirable organization by doing the role. Influential manager is intriguing, and works with his superiors effectively, meanwhile he is independent in his thought and practice.

As "the sense of being effective" has the highest role in psychological empowerment explanation, it is recommended to the executive entities managers to provide participation possibility in work for staffs as much as possible. People having a strong sense of being effective do not believe in their abilities being limited by external constraints, they have sense of self-control allowing them to make the environment aligned with their own demands.

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