


RESEARCH ARTICLE			<b>Organizational health in the work environment and its relationship to achievement motivation among workers in the health sector</b>
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<b>Abstract</b> This study aims to identify the relationship between the dimensions of organizational health and achievement motivation among workers at the Mother and Child Hospital in the city of Djelfa. The latter was done by identifying the level of organizational health dimensions and their level of achievement motivation. The study sample consisted of 30 employees who were randomly selected from the hospital mentioned above. Measures of organizational health and achievement motivation were also used to collect data, relying on the descriptive analytical approach. The study reached a set of results, the most important of which is that the level of organizational health and achievement motivation is average among employees who were randomly selected from the Mother and Child Hospital in the city of Djelfa. While the relationship showed no significance.			
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## 1. The research problem

Human societies have known many developments in the concept of work since man existed on the surface of this earth. The work moved from its simple concept to very complex levels. The latter appeared with the development of productive means, which led to the complexity of the concept of work and led to the emergence of systems, theories, models, and concepts that sought to understand the content of work, its conditions, environment, and the physical, moral, and organizational climate in which it is performed, with the aim of increasing its effectiveness and achieving harmony between the work, the worker, and the surrounding environment.

Among the most important contemporary organizational concepts that aim to focus on the psychological aspects of the worker, we find the concept of organizational health, which mimics the concept of the psychological health of the worker in the organization. But in its organizational aspect, it is, as Koscec defines it, the state of the organization in which there is an environment and a workplace in which employees can work successfully in reaching a level of performance that meets expectations in the long term (2000). According to Hill, it is the ability of organizations to work effectively, adapt appropriately, overcome problems adequately, and change and grow from within. (2003)

Wolf 2003 adds that it is the strategy of organizations to maintain the physiological and psychological health of workers and improve their productivity by paying attention to motivating them from their employers, and using integrated solutions to overcome their inability to perform. (Al Naimat, 2005, p. 8) The concept of organizational health expresses the values and leadership style, in addition to the methods of work used, the appropriateness of the organization's infrastructure, the safety and positivity of human relations in it, and its impact on the administrative process, especially the job satisfaction of workers within the organization.

Several foreign and Arab studies have appeared that focused on organizational health, such as the study by Al-Wathani 2017, on the dimensions of organizational health, the study by Herzallah and Al-Irqawi 2019 on the dimensions of organizational health and organizational commitment, and the study by Al-Hourani 2017 on organizational health and conflict management. These studies are mostly modern studies that are predominantly educational and administrative in nature. Despite this, they provide a vision of the dimensions of organizational health and the way to measure them.

Since the worker's behavior is also affected by a number of events and facts that represent specific motivations for him, these stimuli embody the needs that the worker feels and represent one of his shortcomings that determine and direct his behavior. Since behavior has a cause that results from it, it has a motive that leads to determining its direction and the degree of its insistence and urgency.

This is what is known in contemporary organizational thought as achievement motivation, and although there are many different definitions of motivation, they all agree in viewing it as an exciting, driving force, and even directing human behavior. (Ali, 2004, p. 115). Many researchers have tried to study the achievement motivation of workers, including the study of Qorari 2014, which focused on the relationship of achievement motivation to professional pressure among public health doctors. It showed a decline in the achievement motivation of doctors, considering that this is due to its connection to professional pressure. While other studies focused on motivation among other worker groups, such as the 2018 Hadaf study on motivation and stress among National Social Security Fund workers. According to the researcher's knowledge, one of the few studies that linked organizational health and achievement motivation among workers in financial institutions is the 2012 Al-Dalaeen study, which showed a high awareness among workers of the dimensions of organizational health, and also a high awareness of achievement motivation, which showed a positive effect between them.

From what was previously mentioned, our study aimed to investigate the duality of organizational health and employee achievement motivation, in the environment of health service organizations. Considering that these organizations exist to achieve human well-being by providing various services that seek to achieve human mental and physical health. Based on this approach, we will try in our study to focus on the relationship of organizational health determinants to achievement motivation among workers at the Mother and Child Hospital in the city of Djelfa, as a field of study to verify the nature of the relationship between these two variables. We start from the following main question:

Is there a correlation between the determinants of organizational health and achievement motivation among workers at the Mother and Child Hospital in Djelfa?

The following sub-questions branch out from this main question:

- What is the level of organizational health among workers at the Mother and Child Hospital in Djelfa?
- What is the level of achievement motivation among workers at the Mother and Child Hospital in Djelfa?

## 2. Hypotheses

- **General hypothesis**

- There is a correlation between the determinants of organizational health and achievement motivation among workers at the Mother and Child Hospital in the city of Djelfa.

#### • Sub-hypotheses

- The level of organizational health among workers at the Mother and Child Hospital in Djelfa is low.
- The level of achievement motivation among workers at the Mother and Child Hospital in Djelfa is low.

### 3. Objectives of the study

Through this study, we will try to achieve a set of goals, which are as follows:

- Identifying the nature of the relationship between the determinants of organizational health and achievement motivation among workers at the Mother and Child Hospital in the city of Djelfa.
  - Identifying the level of organizational health among workers at the Mother and Child Hospital in Djelfa.
  - Identifying the level of achievement motivation among workers at the Mother and Child Hospital in the city of Djelfa.
  - Identifying the nature of the relationship between the determinants of organizational health represented by (social relations, institutional cohesion, and initiative in work, morale, manager influence, and support with resources) and achievement motivation among workers at the Mother and Child Hospital in the city of Djelfa.

### 4. The significance of the study Objectives of the study

The importance of this study is that it is considered a complement to previous studies in this relatively new field in the organizational field. Especially since the field of study is considered very important, which is the institutions that provide health services to the community.

Regarding the applied importance of the study, it can be summarized in what it can benefit us with regard to forming a clear perception of the level of organizational health and its relationship to achievement motivation in the Mother Child Hospital in the city of Djelfa. The results that will emerge from the study will contribute to clarifying the picture about the variables of the study in the organizational reality. So that it can be used to form administrators' awareness of the importance of what determines the motivation for the achievement of employees and workers, through what the determinants of the organization's organizational health can contribute to.

### 5. Defining the procedural concepts of the study

#### • Organizational health

It is the prevailing positive climate in the organization that makes it have appropriate organizational health through its possession of the ability to maintain its survival and to deal with the variables of the internal and external environment carefully and continuously through achieving (initiative work, institutional cohesion, support with resources, positive influence of the manager, morale, institutional direction, social relations). It is the degree of the employee's awareness of the various determinants of organizational health mentioned above, which is measured through the organizational health scale adopted in the study.

#### • Achievement motivation

It is the hypothetical structure that refers to aspects of behavior related to striving, exerting effort, achieving, facing difficulties, striving towards achieving goals, and Mastering work and tasks. It is the score that the employee obtains on the achievement motivation scale adopted in the study.

## 6. Theoretical concepts

### • The concept of organizational health

It is one of the phenomena that characterize institutions, and it expresses the existence of a state of dynamism and balanced internal and external growth (Al-Hajjar, 2004, p. 4). It is similar to the understanding of pressure management. This means the organization's ability and endurance to conduct a self-test for itself to determine the relationship between the elements of the social system and the desired development plan. This in itself means the process of selecting the organization's internal activities and their relationship with the environment and tasks, in order to maintain the organization's adaptability, flexibility and production. (Jalda, 2009, p. 193) That is, its ability to adapt, be flexible, and be productive, and all of these fall within the framework of maintaining its general health.

### • The concept of organizational health

Achievement motivation is one of the learned motivations that has received much discussion and controversy. Although it begins with independence, this motive is considered one of the needs that are inherent and linked to the motive of approval. If the individual has this motivation, he will have a greater desire to perform. This motivation requires emphasizing high abilities and avoiding low abilities. Coleman's report found that "a person's sense of self-efficacy was the determining factor in achievement" (Al-Ghobari, 2008, p. 49).

## 7. The applied aspect of the study

### • Study sample:

The study was applied to a sample of 59 employees at the Mother and Child Hospital who were selected in a simple random way. It was out of an estimated study population of 181, representing 32.59%.

### • Study tool:

By reviewing previous studies on the variables of organizational health and achievement motivation, a measure of organizational health and a measure of achievement motivation were reached with the help and guidance of the supervisor. This is in order to measure the relationship between the previous two variables among sample members working in the field of study. The questionnaire consisted of three basic axes, where the first axis dealt with general information, which is as follows (gender, age, and seniority in the work position). The first axis dealt with the dimensions of organizational health, in which the study was based on (Al-Hourani and Heba Mounir 2017). It is divided as follows:

It contains 27 statements dividing 7 dimensions, as the following table shows. All of these statements are positive, meaning they are in the direction of enhancing organizational health:

**Table (1): Shows the phrases that measure each dimension in the organizational health survey.**

Dimension Measured	Phrases
Institutional orientation	1.2.3.4
Social relationships	5.6.7.8
Organizational cohesion	9.10.11
Initiative in work	12.13.14
Moral spirit	15.16.17.18.19

Managerial influence	20.21.22.23
Resource support	24.25.26.27

Dimension of institutional orientation: positive statements (1, 2, 3, 4)

Social Relations Dimension: Positive Expressions (5, 6, 7, 8)

Dimension of institutional cohesion: positive statements (9, 10) negative statements (11)

Dimension of taking action: positive statements (13, 14) negative statements (12)

Morale Dimension: Positive Expressions (15, 16, 17, 18, 19)

Dimension of manager influence: positive statements (20, 21, 22, 23)

Dimension of support with resources: positive expressions (24, 25, 26, 27)

The second axis deals with the achievement motivation variable: The achievement motivation scale by Dr. (Abdul-Rahman Saleh Al-Azraq, 2000, p. 149) was relied upon, which consists of 32 statements: positive statements.

(1,2,3,5,8,9,10,12,14,15,16,17,18,20,21,23,26,27,29,30)

Negative statements (4,6,7,11,13,19,22,24,25,28,31,32)

#### . Correction method in the study tool

By adopting the Likert method, the answer to the scale items was determined by the following phrases: (strongly agree), (agree), (neutral), (disagree), (strongly disagree) provided that the scores are given according to the classification of the phrase in terms of positivity or negativity as is shown in the table.

**Table (2): Distribution of scale scores according to positivity or negativity.**

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Negative Statement	1	2	3	4	5
Positive Statement	5	4	3	2	1

Therefore, the highest score that an examinee can obtain on an item or question is 5 points, and the lowest is one mark, whether for positive or negative items. It contains 32 statements, both negative and positive, in the direction of enhancing and reversing achievement motivation.

The Likert scale five-level was relied upon to correct the results of the study tool, and the table shows the correction method. As for the organizational health questionnaire, it contained statements that were all positive and all in one

direction. As for the achievement motivation questionnaire, it contained positive and negative statements according to the content and purpose of the statement. The correction method is as follows:

**Table (3): shows the degree of alternatives**

Alternatives	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
grade	1	2	3	4	5

As for estimating response scores and determining the relative weight of statements, the following table shows that:

**Table (4): shows the degree of alternatives.**

Alternatives		Relative weight	Estimates of the degree of the relative	Relative weight
Strongly agree	Strongly disagree	1.00 - 1.80	low	1.00 - 2.33
agree	disagree	1.81 - 2.60		
neutral	neutral	2.62 - 3.40	average	2.34 - 3.67
disagree	agree	3.41 - 4.20		
Strongly disagree	Strongly agree	4.21 - 5.00	high	3.68 - 5.00

- **Stability of the study tool :**

The stability of the study tool means the extent to which it is free from irregular errors that mar the measurement. To estimate the stability of the study tool, we have relied on calculating the Cronbach Alpha coefficient for the study as a whole, and for the axes that form it. The following table shows the Cronbach Alpha coefficients:

**Table (5): Reliability coefficients for the study axes using the Cronbach's alpha method.**

Study axes	Reliability coefficient	number of paragraphs
Organizational health	0.772	27
Achievement motivation	0.823	32

We note from the table that the reliability coefficient for the first axis on organizational health was (0.772), which is a good value. As for the reliability coefficient for the second axis of achievement motivation, its value was (0.823), which is a good value. This means that the study tool is characterized by stability and is valid for the purposes of statistical analysis and scientific research

## 8. Presentation and analysis of the study results :

Presentation and analysis of the results of the first partial hypothesis, which stated: “The level of organizational health among workers at the Mother and Child Hospital in the city of Djelfa is average.”

**Table (6): Arithmetic mean and standard deviation for the general level of organizational health**

Axis	Arithmetic Mean ( $\bar{x}$ )	$\bar{x}$ Standard Deviation (S)	Overall Level
Organizational Health	3.03	0.52	Average

It is clear from the tables that the level of organizational health in its dimensions was average among the study sample members. This is reflected in the general weighted arithmetic mean for this axis, which reached (3.03), with a standard deviation of (0.52), which indicates that there is no significant discrepancy in the answers of the study sample members regarding what was stated in this axis. Which means that the answers of the study sample members within this axis were less dispersed and more homogeneous.

### • Presentation and analysis of the results of the second partial hypothesis

**Table (7): The arithmetic mean and standard deviation of the general level of achievement motivation**

Axis	Arithmetic average $\bar{x}$	Standard deviation S	General level
The general level of the achievement motivation axis	3.24	0.42	average

It is clear from the table that the level of achievement motivation was average among the study sample members. This is reflected in the general weighted arithmetic mean for this axis, which reached (3.24), with a standard deviation of (0.42). Which indicates that there is no significant discrepancy in the answers of the study sample members regarding what was stated in this axis. Which means that the answers of the study sample members within this axis were less dispersed and more homogeneous.

### • Presentation and analysis of the results of the main hypothesis

Which states: “There is a statistically significant correlation at a significant level ( $\alpha \leq 0.05$ ) between organizational health and achievement motivation among workers at the Mother and Child Hospital in the city of Djelfa.” To determine the correlation between organizational health and achievement motivation, the Pearson Correlation Coefficient must be calculated, and the following table shows that.

**Table (8):** shows the results of the Pearson correlation coefficient between the dimensions of organizational health (manager's influence, support with resources) and achievement motivation.

Organizational health and achievement	Achievement motivation	
	The value of the correlation coefficient R	Significance level (Sig)
	Pearson R Correlation	
	0.228	0.082

We note from the table above that the correlation value between organizational health and achievement motivation is 0.228, and the significance level is 0.082, which is greater than the alpha significance level of 0.05, and therefore the relationship is not significant. Hence, there is justification for rejecting the main hypothesis. There is no statistically significant correlation at a significant level ( $\alpha \leq 0.05$ ) between organizational health and achievement motivation among workers at the Mother and Child Hospital in the city of Djelfa.

## 9. Discussing the results of the hypotheses

### **Hypothesis : Average organizational health level**

Through the limits of the research's knowledge of the theoretical aspect on the one hand, and what it reached after analyzing the results, it is clear that the manager's ability to direct and encourage to achieve the organizational goals in the institution had a clear impact by occupying first place. This is confirmed by the occupation of the dimension of initiating work in second place, which is evidence of the manager's interest in achievement and his disclosure of his expectations for work and standards of performance. Likewise, the ability of individuals and groups to accept the goals of guidance is evident through the occupation of the dimension of institutional guidance, which came in third place. This is consistent with the results of the study by Nouredine Aywaz, 2017. The latter showed that empowering employees to clearly define work goals is an important dimension of organizational health. In terms of morale, the degree of satisfaction, pleasure and security in the organization is average. The average level of organizational health may be due to the administrative leadership not giving priority to dealing with the surrounding environment and maintaining internal interaction and organizational cohesion to face internal and external variables. The results also show that the interaction between individuals with each other on the one hand, and their interaction with management on the other hand is somewhat average.

The clarification and availability of needs at the right time and in the appropriate quantity is average. This is explained by the fact that the dimension of support with resources ranks last. This is consistent with some studies, such as the study of Anas Zuhair, 2014, which confirmed that the perceptions of employees in government departments of the dimensions of organizational health were at an average level. The study (Youssef Al-Saqqa, 2019) also confirmed the existence of organizational health dimensions represented in: clarity of goals, communication activities, provision of resources, creativity, and problem solving, which contribute to raising the performance of insurance company workers in Palestine.

### **Hypothesis: The level of achievement motivation among employees is average**

Through what the researcher reached after reviewing the results of the study community, it is clear that there is a lack of awareness of the default configuration, which refers to aspects of behavior related to striving, exerting effort, and achieving to confront difficulties in order to achieve the goals of the organization on the one hand, and mastering work on the other hand. This is proven by the average level of achievement motivation in the results obtained, and this is consistent with many studies, including the study of Gharbi Hasina, 2019, which emphasized that the organization must use incentives to motivate workers and raise their level of achievement motivation. The study by Somaya Hadeif, 2018, also emphasized the need to reduce the workload by doubling the material and moral motivation for employees.

- **The hypothesis of rejecting the existence of a relationship between organizational health and achievement motivation:**



Anas Zuhair's study (2014) contradicts the results of our study, as it confirms the existence of a statistically significant effect of the dimensions of organizational health in improving job performance. Developing a methodology to increase the level of organizational health in the departments investigated and educating managers about the impact of organizational health in improving employee performance.

It also contradicted the results of the 2014 study by Goklo et al., in which organizational health was positively and significantly related to the subscales of job motivation. This may indicate the difference in perception of the level of organizational health and its impact on achievement motivation in the sample of our study.

## 10. Conclusion:

Through this study, we tried to address one of the most important modern variables in the field of organization, which is organizational health and its relationship to achievement motivation among workers at the Mother and Child Hospital in the city of Djelfa. We concluded that there are moderate levels in both variables, and we also demonstrated the existence of a relationship between some specific determinants. This highlights the importance of paying attention to the health of the organization by strengthening the determinants of organizational health in various organizations, given what they can do in the productive, service, or administrative organizational process. It occupies an influential position in the worker's behavior within the organization as it is the basis of the environment and organizational system.

The determinants of organizational health must be given the attention they deserve by supervisors and decision makers due to the impact they can produce on the various elements of the organization. Supporting with resources, motivating the manager for members and workers, and creating a healthy environment free of organizational problems may contribute to improving many organizational phenomena. It creates a work culture and an organizational culture characterized by stability, achievement, and achieving the goals set by the organization.

It is worth noting that, despite the results obtained, the field of research in organizational health is broad and requires more in-depth studies to understand the variable better and with multiple other tools and approaches that help us understand this phenomenon and how it affects pushing human resources to complete the tasks and work assigned to them and achieve the objectives of the organization in general.

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## Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. No funding was received from any governmental, non-governmental, or private institutions that could influence the outcome or interpretation of the research.

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