

# Investigation of the Relationship between Organizational Health and Job Satisfaction of School Teacher

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## ABSTRACT

The Purpose of this study investigation the relationship between of organizational health and job satisfaction of teachers Poldasht (Iran) in 2011, the method used for the present Study is surveying, the type used is correlation. The Statistical population research, including all of teachers in schools Poldasht city to 159 person, and functional in respect to the Aim. Method of sampling, stratified random of relative. Data collection tools include of organizational health and job satisfaction standardized questionnaire of Barry Field. For data analysis, the SPSS software package is used. Results showed that between the organizational health and its components (moral, Scientific emphasis, consideration, organizing, support, manager influence and organizational unity), there is a significant direct relationship with job satisfaction. Also, according to multiple regressions, in overall the health organizational component explain 48 percent of the teachers' job satisfaction.

**KEY WORDS:** Organizational Health, Job Satisfaction, Teachers

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## 1. INTRODUCTION

Education and infrastructure development as the basis of cultural, social, economic and political community. Today in most countries, education is considered a growth industry. After most of the state budget allocated to the defense. Since a considerable part of the education takes place in schools. Schools as a critical social system, have a special place. The monumental task that schools will be able to do well on their shoulders and dynamics that are healthy organizations (MohammadiyeAsl, 2008). The educational systems in all countries of the world have become increasingly important. And trying to be to promote public education and higher education levels and quality measures to be desired (Alageband, 1999). The world needs now, it has many advanced countries to continuously review its education system, analyzing and criticizing (Alageband, 2009). But one of the most important components in an educational organization that has a key role in organizational effectiveness, are teachers. Teachers constitute the main body of each school. And certainly within the system of programs, activities, equipment and materials are more important. Improvement in students, their teachers' performance is the result and effectiveness. Given the circumstances and needs of teachers and their demands and the need for a more serious effort to do some research to verify it. The higher incidence, which certainly results to develop human capital in developing societies, is that the first element will result. So one of the most important factors that can increase job satisfaction and job performance of teachers and therefore they must be effective, is the school's organizational health (Beygzadeh & et al, 2009).

Today, because of the expansion and human experience and technology development and industrial development organizations, education trends, it is inclusive and global. To the extent that one of the important indicators of the extent of each community to know range of tasks. It has taken over the education system (Safi, 2004). In fact, the self-sufficiency and independence of every society there are educational institutions that society is based. Professional manpower and thus their commitment to the organization (SalehPour, 2004).

This study investigated the relationship between organizational health and job satisfaction of teachers Poldasht (Iran) in the 2010-11 school years.

## 2. LITERATURE REVIEW

Often it is said that a happy employee is an employee performance, job satisfaction should be a happy employee. Because of the importance of job satisfaction comes from, most people, almost half of their waking hours at work spend. Overall job satisfaction is one of the most important factors in career success. This means that job satisfaction is a means for more efficient organization, ie the expected maximum job satisfaction and employee performance (Parhizkar, 1988).

### 2-1. Job Satisfaction

Ginsberg & et al have pointed to two types of job satisfaction: 1- inner satisfaction that comes from two sources. First, just feel the joy of employment and human activity can ever be. Second, find the joy of

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achievement, or do some social responsibility. Individual abilities and willingness to bring the man loses. 2-external satisfaction with employment conditions and working environment are associated. And the time is changing and evolving. External environmental factors such as work conditions, wages and bonus amount, type of work and the relationship between worker and employer can be named. Internal factors include individual characteristics and circumstances are. In comparison with the work conditions and external factors that are in employment are more stable satisfaction of internal and external satisfaction is stable. Internal and external satisfaction is the result of interaction between satisfaction and overall satisfaction. Job satisfaction is the result of several factors. It can be concluded that job satisfaction is a psychological and social factors are also affected.

### **2-1-1. Dimensions of job satisfaction**

The overall job satisfaction may be expressed or be focused on different aspects of the job. Most studies of job satisfaction on these aspects (dimensions) are concentrated. So when you talk about job status should be referred to the satisfaction of what? Most research in the following six dimensions of job satisfaction has been taken (Lutanz, 1992).

- 1) Pay (salary): The bonus amount receivable and the degree of justice for it is felt that in comparison with others.
- 2) His job: to what extent the self-employment and job opportunities to accept responsibility for the person provides.
- 3) Promotion: the opportunity to progress in the organizational hierarchy
- 4) Collaborators: The extent of technical and technical staff are helpful and socially supportive.
- 5) Working conditions: Working conditions are another factor that effects on job satisfaction is moderate. If working conditions are good. (Environment, attractive, clean, etc.), employees can more easily carry out their duties. And if conditions are poor (Noisy environment, etc.) will be difficult for employees who do things the proper way.

### **2-1-2. Consequences of Job Satisfaction and Job Dissatisfaction**

Causes an increase in productivity, job satisfaction, an organization committed to the physical health and ensure the individual mind, the spirit of the increase, is satisfied with life, new job skills to be learned quickly. Research shows when members of the organization are of job satisfaction, absenteeism rates are reduced or delayed and even desertion. There are other objective evidence that job satisfaction affects the physical health and longevity of staff. Lack of job satisfaction can be physical symptoms such as fatigue, shortness of breath, headache, low appetite, indigestion and nausea to be followed. This dissatisfaction can lead to more serious diseases such as, gastrointestinal ulcers, swollen joints, blood pressure, alcohol and drug consumption, stroke and heart attack are. Also lead to job dissatisfaction such as, anxiety, depression, stress, interpersonal relationships, hurt, anger issues less important, nagging allergies, forgetfulness, inability to make decisions and lack of concentration (Mohammadi, 2007). The lack of job satisfaction, reduced staff morale is low mood that is very undesirable. Managers have a duty and symptoms of low mood and lack of job satisfaction, consider the following. In order to carry out the necessary actions. The low morale of the indicators can be outlined as follows: anxiety, delay in labor turnover, union activity, theft, early retirement (Moghimi, 2006).

Anxiety: a general condition the work shows that a person's unhappiness and may appear in many ways. A person may be willing to do their jobs be sleepy at work. Work absenteeism, work absenteeism and job satisfaction among employees, there is an inverse relation. But the correlation is not high. So that employees are less satisfied. Absences are probably more. Delays in work, delays in work as well as the absence of this belief create. That person is dissatisfied with the job and she does not matter. Most will prefer to rest at home. Turnover when employees leave their jobs in the organization's work comes to a standstill and replacing costly for organizations and individuals in these jobs is economically undesirable. Theft: The theft of employees in organizations are numerous reasons. But some of them are due to inappropriate behavior in organizations with which they are depressed and indifferent to their jobs and are pessimistic and do not have any satisfaction from it. These people work their way to revenge from the organization and behavior are considered inappropriate. Union activities, studies show. Employees who have high job satisfaction. Conversely, lack of job satisfaction is the main cause Union. Job satisfaction depends on the level of union activity, early retirement, studies show, Employee may apply for early retirement. Their positive attitudes toward their work tend to make less and other employees who have higher organizational posts. There are opportunities to work with low-level jobs are less likely to seek early retirement (Moghimi, 2006).

### **2-1-3. Factors Affecting Job Satisfaction of Teachers**

In principle, the factors that affect job satisfaction are very high and they cannot be restricted to one or more factors. People in their daily work with people, materials and equipment that deal with each in turn have a role in satisfaction or dissatisfaction. In studies conducted, this consensus can be seen that factors such as salary, benefits, facilities, cooperation and friendship between employees, Relationship with low levels of bosses, Trust Board, providing job requirements, qualifications and competence of managers, administrative efficiency,

proper communication, social base and identify the value of work, job stability, labor relations, employee compliance with specified objectives, goals, conditions and working environment, opportunities for growth and development policies and how to manage the organization's checkbook, discipline at work, relationship with colleagues, job security, success in work and appreciated the work done, are effective in staff morale and job satisfaction (Mohammadi, 2007). So we can say that things are more satisfying to teachers of their work are: Inappropriate behavior by teachers as professionals, officials and parents teachers from different schools to participate in decisions more opportunities for professional growth and education as possible proper physical conditions in schools the material rewards of success and the teachers (SyedAbbasZadeh, 1995).

#### **2-1-4. Ways to Increase Job Satisfaction of Teachers**

Material and economic needs for teachers, especially teachers, men of importance and has higher priority. Therefore it is necessary for the essential needs of teachers to be done. Failures resulting from failure to satisfy basic needs may be. Irrational behavior is caused by the inability to survive, such as aggression. And destructive behaviors such as hostility and violence will result. Or create a state of submission and consolidation. Therefore it is necessary to create interest in the educational authorities to take steps to increase the amenities are teachers. In this context, some practical solutions are as follows:

Discrimination from teachers' salaries compared to other businesses and government employees. Allocation of loans for establishing schools, nonprofit, scientific and strengthening partnership with teachers. To provide an education background in the discipline required of teachers. Pay more to eliminate bottlenecks and material rewards (SyedAbbasZadeh, 1997).

#### **2-2. Organizational Health**

Matthew Miles defines a healthy organization what is clear in this definition. This is a healthy organization from outside forces to successfully deal with the effectiveness of its force in the direction of the main goals and objectives will guide the organization (Hui and Myskl, 2008). Organizational health of their organization's ability to survive and healthy enterprise and long term symptoms in a healthy organization from its shows (Vine, 1986). Abbaszadeh organizational characteristics that are healthy atmosphere can be expressed as follows: The exchange of information is reliable flexible and creative to make the necessary changes according to information obtained. Unity is a commitment to organizational goals (SyedAbbasZadeh, 1990). Safe and healthy, public health organizations and is considered a national identity (SedghiBukani, 2006).

##### **2-2-1. Levels and Dimensions of Organizational Health**

The new framework of organizational health by seven after the overall patterns of behavior and specific interactions within the school are defined (Alageband, 1999). Parsons on the theory of organizational health at three levels and each of the following components. 1) a technical level. (Technical). Technical level is low level system. Where the actual product and the organization are paid. A spirit: the spirit to feel confident, trust, compassion and friendship that exists between teachers cites. Teachers have a good feeling to each other and yet feel that they are doing their job well. The scientific focus: student learning refers to the school they are respected. 2) Administrative levels of management: the system of internal mediation efforts, they will control and include: compliance: Observed: the expression of behavior is open to staff, is friendly and protective. Consideration indicates behavior reflects respect, mutual trust, and cooperation and noted Gray's words, and kindly meant, but honestly given to teachers as professional colleagues is. The support and resources: is the amount of materials and equipment required and requested by teachers. Support resources that the school has the necessary training materials and additional equipment is easily accessible. 3) The institutional level, institutional level, relate to the organization with its environment and includes: Influence a manager: the manager's ability to influence decisions. Influential director was encouraging and the effectiveness of the works but is independent in thought and action. Institutional unity is the school's ability to adjust and adapt with the environment in ways that protect the health curriculum.

##### **2.2.2. Organizational Improvements in Education**

Because different organizations change, growth and rapid progress of science and technology, increasing and changing demands and needs and Require upgrading, improvement and have developed. This organization, education and social care reasons, public sensitivity, complexity of duties, the proximity relations, vocational training and evaluation of the difficulty comes in the form of an inevitable necessity (Alageband, 1998). And so it was familiar with the goals of education reform in the organization. Miles continuous improvement efforts in the areas of education as an organization. Following the changes in the methods of formal and informal processes, norms and structures of education and schools. Hui and Myskl about organizational improvements in education and the school say this time round the emphasis on organizational phenomena such as the decoding problem, communication and leadership. Organizational climate and culture and includes a set of assumptions is learned and shared behavior Regulates to members. On this basis can be said that efforts to improve education and foster a comprehensive and continuous planning for organizational change in different aspects of education

and schools. The behavioral sciences and from multiple sources and methods and proper techniques are used. The basic goal of reforming and improving the effectiveness of education, training areas and schools (Hui and Myskl, 1992).

### **2-2-3. Process of Institutional Reform in Education**

According to Hui and Myskl organizational improvements, the amount of cooperation, participation and increase reliability and reduce conflict. In other words, the primary goal is to improve the general quality of life in school. The basic purpose of this change has come round. Be four points clear in this regard.

I) The purpose of this process has the system changed. II) The culture or climate of the organization include a set of learned and shared assumptions. Regulates the behavior of members. Organizational improvements that increase participation and confidence reduce the amount of conflict. III), organizational development, change in the receiver is programmed general corporate event. Part of school resources, time, energy, money, need a continuous program of maintenance and re-building are linked to outside of school counselors. 2 or 3 years old and trying to change is needed because schools are not changed simply and easily. IV) Theories, research findings and identify the research methods of sociology and social psychology as a fundamental knowledge for improving organizational work (Kasraie, 2010). But for many other purposes in which they are most important. Increase knowledge and develop skills required of managers and employees and teachers. Eliminate barriers and increase communication between individuals and groups in various sectors.

Motivate, reward and satisfaction of employees and teachers. Establishing and increasing spirit of cooperation, collaboration, cooperation and teamwork among employees and school teachers. Create a spirit of responsibility in individuals and groups at different levels. Provide a favorable context to develop creativity and innovation and initiative in schools and training for teachers and administrative staff. Create a spirit of partnership among all the factors involved in decision-making and administrative training and education at all levels. Create a context for better understanding the strengths and weaknesses and the strengths and shortcomings and obstacles at different levels of organization (Sedghi, 2006).

### **Excerpt from Background Research on the Subject Include:**

Attar Hosseini (2008) has reported in their study. A total of 190 teachers surveyed, 2.14 percent of teachers with low job satisfaction, job satisfaction, 51 percent moderate and 7.34 percent have high job satisfaction. In total, 8.85 percent have moderate to high job satisfaction are. Sivani Nagad (2008) in a study titled Leadership Role for secondary teachers on job satisfaction Khoy city boys concluded. The leadership styles of teachers has an impact on job satisfaction. In particular, the relationship of leadership style on teacher job satisfaction is enhanced by the managers. Also positive and significant relationship between work experience and job satisfaction there. And between age and job satisfaction scores of teachers, there is significant positive relationship. Movayed (2008) the study findings show. Authority the power source management departments on the morale component, the component having the power source of support resources, expertise power sources on the component sources of support. Scientific and regulatory focus and reward the spirit and power sources on the component sources of support Gary had a significant impact on organizational health and academic emphasis. Emphasize the unity of scientific and institutional divides, are used. In this study the relationship between organizational health and effectiveness of its aspects were studied, results showed between all aspects of organizational health. (Making the week, resource support, morale, stress the unity of scientific and institutional) and organizational effectiveness, there is a significant relationship. And if the school administrators to apply the methods of creating organizational health work, school effectiveness, they will improve in all dimensions. Nazem in the study (2010) as organizational health, the results show that different regions of the Islamic Azad University Islamic Azad University of separation between the organizational healths of the region there are significant differences. LSD tracking test results also indicate that other areas of organizational health score of 3 is larger in region 2. Organizational health score of 4 out of 5, 6, 7, 9, 10 and 12 is larger, the average score of 8 regional health enterprise zones 2, 3, 5, 6, 7, 9, 10, 12, is larger, Average score of 11 regional health enterprise zones 5, 6, 7, 9, 10, 12, is larger, Managers are different philosophical mindset with regard to gender. The philosophical minds of men more than women, boys more than girls' schools are schools of organizational health.

Korkmaz (2007), the effect of leadership styles on organizational health in secondary schools is Turkish and the results show that the effect of exchange and transformational leadership style has on job satisfaction. Transformational leadership styles and exchange so that job satisfaction directly and indirectly have an impact on organizational health. Shariatmadari (1388) The relationship between organizational health of schools and teachers' job commitment have been examined and the results shows that the three factors of organizational health, including mood, compliance, and institutional integrity are associated with teachers' job commitment. These features also work with teachers such as employment status, marital status and years of service in the school interaction that task. The result showed. The organizational health of schools and teachers' job commitment is associated with personality characteristics. Akbaba (1999) in his doctoral thesis to the organizational health of high schools in Turkey paid Bulowand managers in relation to the organizational health

of their schools, there are significant differences, Between the views of teachers and administrators with the leadership, institutional integrity, internal and external operations and organization of production, there are significant differences. However, no significant differences in institutional unity. Maylr (quoting Miller, 1993), as a study of the relationship between teachers' perceptions of school organizational health and confidence to head teachers, colleagues and the organization has done. The research findings showed that the perception of teachers, health and corporate trust manager, colleagues and the school direct and significant correlation exists.

**3. Research hypotheses:**

1. There is a relationship between morale and job satisfaction of teachers Poldasht city.
2. There is a relationship between scientific emphasis and job satisfaction of teachers Poldasht city.
3. There is a relationship between consideration and job satisfaction of teachers Poldasht city.
4. There is a relationship between organizing and job satisfaction of teachers Poldasht city.
5. There is a relationship between Support resources and job satisfaction of teachers Poldasht city.
6. The manager influence and the job satisfaction of teachers Poldasht city.
7. There is a relationship between organizational unity and job satisfaction of teachers Poldasht city.

**4. RESEARCH METHODOLOGY**

The present survey is the kind of correlation and respect of the application. Statistical research, including all teachers in city schools is Poldasht to 159 people. Using proportional stratified random sampling, Using the sample table 113 Morgan sample size is obtained. Standards of health and job satisfaction questionnaire OHI is Barry Field. For data analysis software package SPSS is used.

**5. DATA ANALYSIS**

In order to perform analysis of descriptive and inferential statistics were used.

**5-1. Results Descriptive Statistics:**

Gender distribution of teachers based on their education:

According to Table 1 can be seen that, 13 patients (50%) of female teachers in primary schools and 13 patients (50%) are also male, 19 (4.51%) of female school teachers and 18 patients (6.48%) are male and 24 patients (48%) of female teachers in secondary schools and 26 patients (52%) are male.

Table 1: Frequency distribution of gender on high school teachers

Sex of Teachers	Variable	schools Secondary		high School		Primary schools	
		Percent	valid	Percent	valid	Percent	valid
	man	48	24	51.4	19	50	13
	woman	52	26	48.6	18	50	13
total		100	50	100	37	100	26

Frequency distribution of educational level of teachers:

Table (2) can be observed that, 1 (9.0%) of teachers have a degree, 31 (9.27%) associate degree, 71 (64%) undergraduate and 8 (2.7%) are masters.

Table 2: distribution of teacher education

Educationlevel ofteachers	N	Percent	valid Percent
Diploma	1	0.9	0.9
Advanced Diploma	31	27.4	27.9
License	71	62.8	64
MA	8	7.1	7.2

Frequency distribution of teachers' wages:

According to Table (3) can be seen that the amount of 8 (6.11%) of teachers to 500 thousand Tomans, 16 (2.23%) between 500 to 750 thousand Tomans, 32 (4.46%) between 750 thousand to 1 million and 13 patients (8.18%) is above one million.

Table 3: the distribution rights of teachers

		N	Percent	valid Percent
Wagesof teachers	Up to 500 thousand	8	7.1	<b>11.6</b>
	Between 500to 750thousand Tomans	16	14.2	<b>23.2</b>
	Between750 thousandto 1million tomans	32	28.3	<b>46.4</b>
	Over 1 million tomans	13	11.5	<b>18.8</b>

## 5-2. Results of Inferential Statistics

The first hypothesis to the seventh hypothesis and also in relation to the original research hypothesis corporate health and safety of seven-fold between the components of job satisfaction in general with the teachers there.

Table 4. Teacher morale and job satisfaction levels between the two variables were significantly less than 0.05 was a weak direct and significant relationship exists. Coefficient of linear regression curve was determined according to  $R^2=12.0$  is the morale of teachers on their job satisfaction level of 12% can be anticipated. Between two variables, as well as academic emphasis, teachers and job satisfaction levels were significantly lower than the 0.05 was a direct relationship between two variables and there is a significant medium. Coefficient of linear regression curve was determined according to  $R^2=26.0$  is the amount of emphasis on science teachers to rate their job satisfaction level of 26% can be anticipated, And direct and strong relationship between two variables is significant. Coefficient of linear regression curve was determined according to  $R^2=45.0$  is the rate of 45% of teachers consider casting their job satisfaction can be predicted. Coefficient of linear regression curve was determined according to  $R^2=26.0$  is a means of making the image on the teachers to rate their job satisfaction level of 26% can be anticipated. Resources to support teachers and job satisfaction between the two variables, Pearson correlation test was conducted according to test significance level of less than 0.05 and the research hypothesis is accepted. And direct relationship between two variables and there is a significant medium. Coefficient of linear regression curve was determined according to  $R^2=24.0$  is the amount of resources to support teachers to rate their job satisfaction level of 24% can be anticipated. Between two variables influence the manager's role and job satisfaction, the Pearson correlation test was performed to test significance level of less than 0.05 and the research hypothesis is accepted. And a weak direct relationship between two variables is significant, Linear regression was performed according to the chart, the ratio  $R^2=11.0$  is, The chief influence on the rate of 11 percent of the teachers' job satisfaction can be predicted, Unity between institutional variables and job satisfaction of teachers based on the Pearson correlation test was performed to test significance level of less than 0.05 and the research hypothesis is accepted. And a weak direct relationship between two variables is significant. Coefficient of linear regression curve was determined according to  $R^2=13.0$  is, The institutional unity of the amount of 13% can be predicted job satisfaction of teachers. And direct relationship between two variables and there is a significant medium. Linear regression was performed to determine the coefficient of the chart and  $R^2=31.0$  is. The rate of 31 percent on the amount of organizational health can be predicted job satisfaction of teachers.

Table 4: Correlation between organizational health and job satisfaction of teachers

Organizational health	organizational unity	manager influence	support	organizing	consideration	scientific emphasis	morale	Variable
R=0.55 P=0.000 N=113	R=0.36 P=0.000 N=113	R=0.33 P=0.000 N=113	R=0.48 P=0.000 N=113	R=0.5 P=0.000 N=113	R=0.67 P=0.000 N=113	R=0.5 P=0.000 N=113	R=0.35 P=0.000 N=113	job satisfaction

## 6-RESULTS AND DISCUSSION

The results correspond with the objectives and research hypotheses are:

According to the results of analysis of health data between the enterprise and its components (morale, scientific emphasis, consideration, organizing, support, manager influence, organizational unity), there is a significant direct relationship, also according to the method of multiple regression Inter overall job satisfaction rate of 48 percent of them were explained.

The study is in line with the theories of Locke (1976), Matthew Miles (quoting Shariatmadari, 2009), Herzberg (quoted Shariatmadari, 2009), swollen (quoting Mdhavan, 2001), swollen (quoting Mdhavan 2001, Herzberg 1996), Parsons (quoting and MysklHui, 2003) and also in line with findings by Kaplan (1973), Taheri (2002), Barnes (1994), Hui and L.fvlk (1991), Fany (2002), Taqinasab (2006), Sivan race (2008), Kasraie (2010), Moayed (2008), AziziMoghadam (2006), Shariatmadari (2009), Korkmaz (2007), Gynz leaf (1951; quoted Shariatmadari, 2007), caves (1994), Dolatkhahekohon (1992), Zaki (1380), Patel (1992).

## **7. Suggestions for further research**

1. With regard to the importance of non-financial rewards to encourage staff to be responsible for non-salary incentives such as creating appropriate conditions for employees, a full appreciation for the work to be done and a sense of belonging and participation in the affairs of Use .
2. With experts in the field of education or university professors, in concept and organization of health care service training courses for managers should be provided.
3. School administrators have physical and mental health status, job security and morale, participation, motivation, and teachers should pay more attention and take the necessary measures to enhance and improve these efforts.
4. In selecting managers have technical skills, human, and cognitive assessment and training they need to give them presents.
5. School administrators need to engage members in school decisions, and resolving conflicts, making the system offers.
6. Proposed to be responsible for establishing education and teachers' job satisfaction, management style appropriate to train managers.

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