

## Designing an Organizational Health Model Based on Job Motivation and Emotional Intelligence in Hospitals of Kerman Province

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### Abstract

**Introduction & Objective:** The present study was to design an organizational health model based on job motivation and emotional intelligence in Hospitals of Kerman province. It was to evaluate the emotional factors in the medical environments.

**Method:** The research method is exploratory-mixed. It is also developmental-applied in terms of aim. It is also a field research in terms of data collection method. First, using the Delphi method, the components were identified and the model was designed and the relationship between the variables was examined using a designed questionnaire, which its validity and reliability were confirmed. The statistical population of the present study included all 17928 employees working in Hospitals of Kerman province, of which 1524 people were selected as the sample size through Cochran's formula using stratified random sampling. Data collection tools were researcher-made questionnaires of organizational health questionnaire, job motivation questionnaire, and emotional intelligence questionnaire with a five-point Likert scale.

**Results:** In examining the characteristics of organizational health model, the results of factor analysis showed that all dimensions of organizational health, job motivation and emotional intelligence are approved and based on the validity indicators of the model, it can be accepted that the proposed model has acceptable validity. The mean score of organizational health, job motivation and emotional intelligence in the studied sample was 4.13, 3.95 and 4.18, respectively, indicating that organizational health and its two dimensions were in very good status and technical dimension was in good status, job motivation and the dimensions of internal and external factors were in good status, and emotional intelligence and its four components were in very good state, and components were in good status.

**Conclusion:** Component of job importance ranked second, and the component of way of supervising, self-control, responsibility, recognition and appreciation, job satisfaction and job security were ranked third to eighth, respectively. It is recommended to create an intimate atmosphere in the organization for employees to increase job motivation and emotional intelligence, since it results in increasing organizational health and finally organizational success.

**Keywords:** Organizational health, Job motivation, Emotional intelligence, Health, Hospitals, Emotion, Motivation

### Introduction & Objective

Today's world is the world of organizations. Organizations are the main foundation of societies<sup>1</sup>. Organizational health is defined as the ability of an organization to successfully adapt to its environment, create cooperation among its members, and achieve its goals. Organizational health is considered as a concept that studies the welfare of employees and the effectiveness of the organization simultaneously. Based on another approach, organizational health is defined in relation to employee health and welfare<sup>2</sup>. Organizational health refers to conditions beyond short-term organizational effectiveness and addresses a set of relatively lasting characteristics<sup>3</sup>. Given growth and development of organizations, one of the problems for organizations is lack of motivation and severe job fatigue of employees, which can result in employee absenteeism, delays, conflict in the workplace, increased unrealism, and reduced energy. Different methods have been proposed to prevent and treat severe job fatigue in different studies. One of these methods is to use emotional intelligence and emotional components to reduce severe job fatigue<sup>4</sup>.

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Researchers have proposed a few definitions for emotional intelligence. The best definition has been proposed by Mayer and Salovi<sup>4</sup>. Meyer and Salovi define emotional intelligence as "the ability to accurately perceive, evaluate, and express emotions, to perceive emotions and emotional knowledge, and the ability to regulate emotions to promote emotional and intellectual development"<sup>5</sup>.

Since key elements of emotional intelligence are the ability to understand other emotions and the ability to control self and others, people with higher emotional intelligence are expected to have higher adaptation and social skills. Therefore, social skills as facilitators of social life help people to communicate better. People who can identify their own and others' emotions are more successful in their social and professional life<sup>6</sup>. Emotional intelligence is associated not only with job behaviors but also with work-related outcomes such as job satisfaction and motivation. Also, job motivation explains employees' willingness to overcome job barriers and adapting to the work situation<sup>7</sup>. Employee job motivation is one of the factors that play a role in organizational health<sup>8</sup>. One of the main concerns of today's organizations is to motivate their employees to work harder and more efficiently. Motivating and increasing positive motivation are effective tools for the proper use of human resources<sup>9</sup>. Motivation is one of the factors influencing behavior. It has always a special importance in psychology. Steiner considers motivation as an internal state that energizes, activates, and directs behavior toward the goal<sup>10</sup>. In research of Khoshnevis and Tahmasebi<sup>11</sup> stated that motivation is a process that begins with a physiological defect or need that activates a behavior or stimulus to motivate or directs motivation to the goal<sup>12</sup>. If employees in Hospitals have high job motivation, they can work harder in the workplace and improve the quality of their

work. In other words, the results of investigating of organizational health as one of the important approaches in the University of Medical Sciences can be the base of many public and private organizations. Thus, the present study presents approaches to determine organizational health and provides the necessary solutions to improve these three vital factors by reviewing the obtained results and by providing a desirable model.

## Method

### Theoretical framework of research

Organizational health is one of the most obvious and dynamic indicators of organizational effectiveness<sup>13</sup>. In study of Tuan Luu<sup>14</sup> defines organizational health as the effectiveness of an organization in responding to changing business conditions. Organizational health is a concept that reflects the effectiveness of an organization in different business environments and the way organization responds to "changes in different situations"<sup>14</sup>. According to Barati Marnani<sup>15</sup> research, organizational health is the degree to which an organization can maintain its key strengths to take advantage of important opportunities and minimize its weaknesses in the face of serious threats<sup>15</sup>. In Supriadi<sup>16</sup> study examined organizational health in seven dimensions. These seven dimensions are scientific emphasis, morale, resource support, structuring, consideration, manager influence, and institutional unity<sup>16</sup>. According to Lowe's<sup>17</sup>, levels and dimensions of organizational health include inclusive leadership, positive culture, capable employees, sustainable success, and a vibrant work environment. Emotional intelligence is defined as the ability of emotions and their relationships to recognize meanings, reasoning, and problem-solving based on them, which includes a set of abilities<sup>16</sup>, the capacity to understand, express, recognized, apply and manage your and others' emotions. Emotional intelligence

affects one's abilities and thus helps him or her to arouse, control and adjust relationships with others<sup>17</sup>.

The most common and practical theory, as quoted in the studies, is Herzberg's two-factor theory. He divides the factors affecting job motivation into two groups of external (health) and internal (mental) factors and different areas have been identified for each. Internal (mental) factors arise from doing work and make a person to be satisfied and are internal or mental rewards that are necessary to increase work performance, such as cognition and appreciation, job progress, nature of work, job responsibility and job position. External (health) factors are factors that are mainly related to the environment and the field of work and retain employees in the organization and include environmental policy and regulations, work environment conditions, wages, communication with others, the way of supervising and monitoring, and job security. In study of Kooshi<sup>18</sup> believe that job motivation means the desire of people in the community to do work. Factors affecting job motivation are divided into six classes of job interest, job importance, job satisfaction, self-confidence, responsibility and self-control<sup>18</sup>. Khalilian . and Ekrami<sup>19</sup> studied the development of organizational health based on knowledge management of university administrators, Analysis of research results shows the organizational health and seven components (morale, scientific emphasis, consideration, structuring, support, resources, manager influence, institutional unity) and knowledge management and its three components (knowledge creation, knowledge dissemination, knowledge application) are at a low level. In ranking of organizational health components, the component of consideration of managers obtained the highest rank and the component of institutional unity of managers obtained the lowest rank and the components of morale,

scientific emphasis, structuring, resources support and manager influence were ranked second, third, fourth and fifth and sixth, respectively. In the knowledge management components, the knowledge dissemination component was ranked first, the knowledge application component was ranked second, and the knowledge creation component was ranked third.

This study also showed that individual variables are not associated with organizational health and knowledge management and there was a positive relationship between organizational health and knowledge management. Based on the results of the research on the relationship between organizational health and knowledge management, managers are recommended to create an intimate atmosphere in the organization for employees to facilitate the exchange of information, resulting in increased health of knowledge management implementation and ultimately, increased knowledge acquisition in the organization and organization success. In a study entitled "The relationship between organizational health and performance indicators in educational centers affiliated to Tehran University of Medical Sciences", found that there is no significant relationship between the dimensions of morale, scientific emphasis, consideration and resources support and performance indicators ( $P \geq 0.05$ ) Also, the results showed that there was a statistically significant relationship between the organizational health structuring dimension and the indicators of total number of beds per occupied day ( $P \geq 0.05$ ), total number of admissions, rotation distance or bed performance and crude mortality rate ( $P \geq 0.05$ ). Three percentage of the respondents evaluated the organizational health of the hospitals at a remarkably high level, 68% at an elevated level and 28% at a normal level. In general, there was no statistically significant relationship between organizational health and any of the

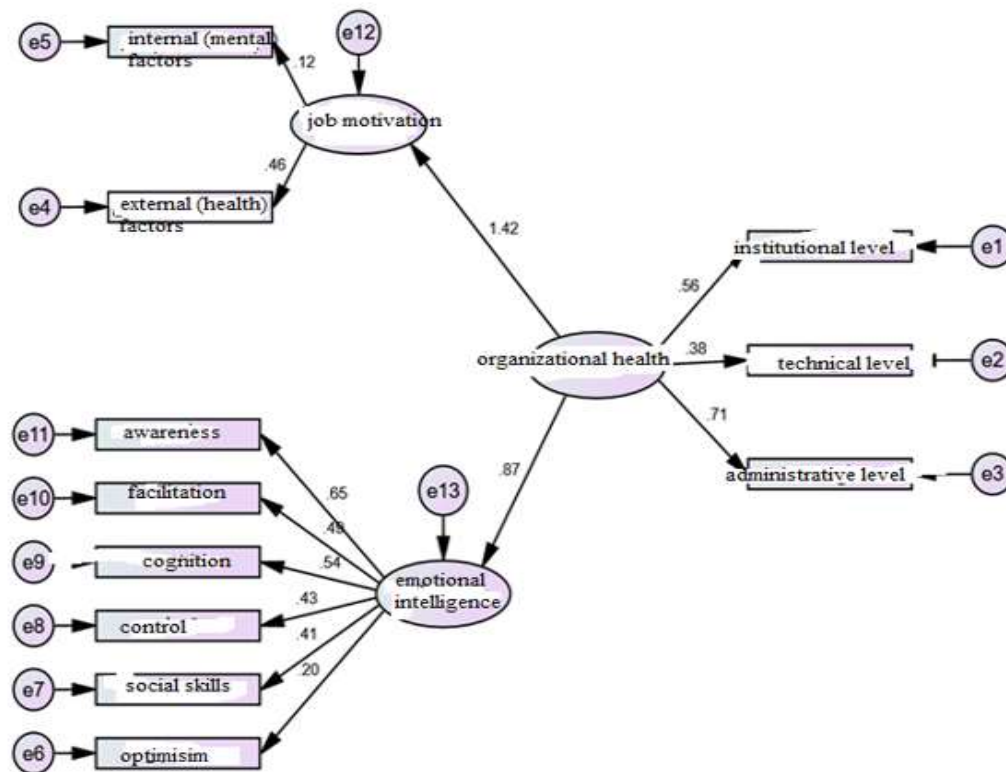
performance indicators. To improve organizational health, managers in the organization should accept the suggestions of employees and clients and be able to work well with their superiors, and provide an environment in the organization that is disciplined and serious in terms of learning<sup>20</sup>.

### Research method and instrument

The present research is an exploratory-mixed research in terms of method. In this research, based on a qualitative approach and with Delphi method<sup>12</sup>, initial conceptual model was formed for organizational health, job motivation and emotional intelligence. Then, using the field and survey information, a model designed from the Delphi technique was tested and analyzed. To form a Delphi panel or members of the expert group in the present study, 20 people were purposefully selected among the most experienced members active in this field. In the first round of Delphi, a set of questions or items (indicators) were prepared for each of the components and distributed and collected among the members of the Delphi panel, and they were asked to determine the importance or non-importance of the components and add items to the list provided, if necessary. In the second round of Delphi, the experts were asked to express

their opinions and views regarding each of the components and items accepted in the first stage. In the third round of Delphi, each component and item that scored higher than 4 were identified. Then, after reaching a consensus among the members of the expert group, the Delphi process was stopped and the components and items obtained in the questionnaire were transferred to final questionnaire of the research. Based on the opinions and views of Delphi members, the Kendall coefficient was used to further ensure the consensus of the designed indicators.

In the first part, to measure organizational health, 3 dimensions and 12 components and 57 items were considered, to measure job motivation dimension, 2 dimensions, 8 components and 24 items were considered, and to measure emotional intelligence, 6 components and 36 items were considered. (Figure 1) shows the conceptual model of the research and a 117-question questionnaire was designed to be distributed among the university employees. Its content validity was confirmed using the opinions of experts and also the reliability of the questionnaire was confirmed using Cronbach's alpha (0.807). Given the values of Cronbach's alpha coefficient, it can be stated that the research instrument has a good reliability.



**Figure 1.** Analysis of the relationship between organizational health and job motivation and emotional intelligence (main model)

### Data analysis method

Structural equation model was used for statistical analysis of data. Since the relationship between organizational health based on job motivation and emotional intelligence of employees of Kerman University of Medical Sciences was studied in the form of a model, the structural equation method was used. In studies aimed at testing a specific model of the relationship between variables, structural equation model analysis is used<sup>21</sup>. In this study, to analyze data, Microsoft Excel 2013 software and IBM SPSS v.22 was used at a significant level of 5%. To examine the validity of the structures, it was necessary to analyze all the questionnaires in the form of confirmatory factor analysis and then enter the structural equation model to measure the causal relationships between the latent variables.

Therefore, data analysis was divided into two parts: the first part involves examining the measurement models and the second part involves examining structural models to examine research questions. Before analyzing the data, it is necessary to ensure that the data distribution is normal. Therefore, one of the important assumptions for examining research hypotheses in statistical tests is to examine the distribution of data. To test the normality of model variables in modeling structural equations, skewness and kurtosis are used. If the range of kurtosis changes in variables is between -7 and 7 and the range of skewness changes is between -2 and 2, model variables follow a normal distribution. (Table 1) shows that all variables have a normal distribution and the structural equation method can be used for analysis.



**Table 1.** The skewness and kurtosis values of the variables

variable	skewness	kurtosis
organizational health	-0.502	1.149
Emotional Intelligence	-0.173	4.977
Job motivation	-1.438	2.002

## Results

As stated, using the Delphi method, 26 components and 117 questions were extracted for organizational health, job motivation and emotional intelligence. Organizational health includes 3 dimensions of institutional, technical and administrative with 12 components of "institutional unity", "inspirational employees", "positive culture", "consideration", "structuring", "resources support", "manager influence", "inclusive leadership", "scientific emphasis", "vibrant work environment", "sustainable success", and "morale", measured with 57 items. Job motivation in 2 dimensions of internal (mental) factors and external (health) factors and with 8 components of "responsibility", "self-control", "job progress and development", "recognition and appreciation", "job importance", "job satisfaction", "job security", "the way of supervising" is measured with 24 items and emotional intelligence with 6 components of "awareness", "facilitation", "cognition", "control" "social skills" and "optimism" are measured with 36 items. In this study, after designing the model, to assess the goodness of fit of the models, various criteria such as Comparative Fit Index (CFI), Tucker Lewis index (TLI), Normed-Fit Index (NFI), Root Mean Square Error of Approximation (RMSEA), Incremental Fit Index (IFI), Adjusted Goodness of Fit (AGFI), Goodness of Fit Index (GFI) and chi-square to freedom ratio (CMIN / df) have been used. Researchers consider RMSEA less than 0.08 as a suitable fit for the model. Also, researchers consider CMIN / df less than 3 as an acceptable value. The values of CFI,

IFI, TLI, NFI, RMSEA, AGFI, GFI indices vary between zero and one. As it is closer to one, it will indicate the appropriate fit of the model, but scores above 90% show the most appropriate fit of the model. As shown, based on the indicators presented in (Table 1) and according to the path coefficients obtained, and  $p$ -value  $<0.05$  and  $t$ -value  $>1.96$  obtained in Tables 3, it can be concluded that the general research model has a good fit. Also, concerning the organizational health variable, based on the results obtained in (Table 1) and the significance of factor loads in (Table 2), it can be stated that the indicators of institutional level, technical level and administrative level can explain the latent variable of organizational health factors.

Concerning the variable of job motivation, based on the results obtained in (Table 1) and the significance of factor loads in (Table 2), it can be stated that the indicators of internal (mental) and external (health) factors explain the latent variable of job motivation well. Also, based on the results obtained in (Table 3) and the significance of factor loads in (Table 4), it can be stated that the indicators of awareness, facilitation, cognition, control, social skills and optimism explain the latent variable of emotional intelligence well. Thus, it can be stated that all the presented indicators, models related to organizational health, job motivation and emotional intelligence are at the desired level and are approved and the general model that is a combination of organizational health, job motivation and emotional intelligence is at the desired level and is approved.

**Table 2.** Results of factor analysis of organizational health, job motivation and emotional intelligence

indices	desirable limit of statistic	Index value for factor analysis of organizational health	Index value for factor analysis of job motivation	Index value for factor analysis of emotional intelligence	Index value for factor analysis of whole research
RMSEA	≤0.08	0.050	0.064	0.039	0.062
CMIN/DF	< 3	1.951	2.024	1.571	2.194
GFI	0.90≥	0.972	0.944	0.990	0.964
AGFI	0.90≥	0.937	0.941	0.971	0.922
CFI	0.90≥	0.954	0.978	0.982	0.901
IFI	0.90≥	0.956	0.961	0.982	0.931
TLI	0.90≥	0.911	0.902	0.961	0.960
NFI	0.90≥	0.914	0.958	0.953	0.927

**Table 3.** Factor load values of organizational health, job motivation and emotional intelligence components

organizational health	institutional level	technical level	administrative level	institutional unity	inspiring employees	positive culture	morale	scientific emphasis	vibrant work environment	consideration	structuring	resources support	manager influence	inclusive leadership	sustainable success
item	3	3	6	4	5	5	6	8	5	4	5	3	5	4	3
factor load	0.84	0.33	1.21	0.47	0.37	0.71	0.19	1.02	0.29	0.54	0.03	0.19	0.34	0.50	0.49

job motivation	internal factors	external factors	responsibility	self-control	development and progress	appreciation and	importance	job satisfaction	job security	way of supervision
item	4	4	1	1	4	4	5	2	4	3
factor load	0.51	0.42	0.46	0.57	0.71	0.41	0.63	0.38	-0.43	0.59

emotional intelligence	competencies	intrinsic	facilitator	control	concentration	skill	intellectual	optimism
item	9	5	5	6	6	5		
factor load	0.64	0.51	0.56	0.38	0.35	0.21		

**Table 4.** Standard factor load and t and p values of the measurement model

Examined relationship	Standardized factor load	T value	p-value
Job motivation ↔ organizational health	0.51	5.017	0.000
Emotional intelligence ↔ organizational health	0.67	8.420	0.000
Job motivation ↔ emotional intelligence	0.49	4.881	0.000

After confirming the model, based on the designed model, organizational health, job motivation and emotional intelligence can be examined and the relationship between

research variables can be examined. For this purpose, after scoring 1 to 5 on organizational health, job motivation and emotional intelligence based on the

collected questionnaires, the mean scores for research variables can be calculated. As shown in (Table 5), the mean scores of organizational health, job motivation and emotional intelligence in the sample are 4.13, 3.95 and 4.18, respectively, indicating that organizational health and emotional

intelligence are at particularly good status and job motivation is at good status. According to these results, it can be stated that organizational health, job motivation and emotional intelligence in Hospitals of Kerman province are at a high and appropriate level.

**Table 5.** Organizational health status and emotional intelligence and job motivation in Kerman University of Medical Sciences

Row	mean	SD	p-value	result
organizational health	4.13	0.215	0	very good status
Job motivation	3.95	0.318	0	good status
Emotional Intelligence	4.18	0.261	0	very good status

## Discussion

It can be concluded that the organizational health variable with three dimensions and twelve components is approved, so universities of medical sciences in Kerman province are at a high and appropriate level. These results are in line with those of the studies conducted by Burner<sup>22</sup> conducted in Shahid Beheshti University of Medical Sciences and Hui and Hiscal model. However, they are inconsistent with the results of the studies conducted by Melissa<sup>23</sup> in educational and medical centers affiliated to Tehran University of Medical Sciences, also in the Islamic Azad University, Tabriz Branch. Job motivation variable with two dimensions and eight components was also measured at a high and appropriate level in this study. This result is consistent with the results of the studies conducted by researches of Hu and Bentler<sup>24</sup> and Mcklam nd Brown<sup>25</sup> in the sports and youth departments of Chaharmahal and Bakhtiari province. Also, the emotional intelligence variable with six components was measured at a high and appropriate level in this study. This result is not consistent with the result of the studies conducted by Jalalian et al<sup>26</sup> in the Management and Planning Organization

of Iran and its affiliated organizations. Many studies have been conducted to identify key factors in increasing organizational health. The aim of all studies is to achieve methods and models that show organizational health based on job motivation and emotional intelligence among employees of Hospitals in Kerman province. The results of each of these studies from functional aspect can be a guide for managers in organizational health and theoretically support and guide for further researches to build comprehensive and basic frameworks in increasing the organizational health.

## Conclusion

Today's complex situation requires organizations to put more emphasis on their survival in society and their health. Organizational health is a sign of working in healthy conditions and maximizing the health and well-being of employees. Lack of proper understanding of organizational health will have negative effects on the quality of performance of organizations and disrupt their performance. Also, it will influence the effectiveness of the organization, so organizations should design a model to improve organizational health



and performance based on their strengths and weaknesses and through the creation of organizational health requirements. Therefore, job motivation is one of the factors that influence organizational health. Job motivation is one of the vital factors for development of an organization so that it can improve organizational productivity and health in the organization. It is also one of the important tools that can play an effective role in directing employees to achieve effective and efficient results and a safe and enthusiastic environment and implement pre-planned organizational plans.

Thus, being motivated has a significant impact on creating job satisfaction of employees and also on improving organizational health. The present study has many practical results in designing an organizational health model based on job motivation and emotional intelligence among university employees. It can create an appropriate environment for creating a healthy university that motivates employees and students to work with an enthusiasm, resulting in increased organizational effectiveness. It also brings emotional and social adjustment for employees by creating emotional skills. Emotional intelligence can create a dynamic environment, provide health and facilitate learning along with pleasure and happiness, and a social communication by controlling emotions and feelings among employees. People with high emotional intelligence can use all their capacities and turn limitation into opportunity. These people have positive personalities and will have success in life and work situations that will affect their happiness and vitality at workplace. The results of this study confirmed the face, content and construct validities of the model developed to explain the organizational health model. Thus, it can now be stated that the developed model is a reliable model and can explain the research subject in different situations. In other words, it can be stated

that this research has been successful in developing and presenting an applied scientific model in organizational health and its findings can be used as a reliable conceptual model, a basis for evaluation, design and action to develop and strengthen organizational health.

#### **Conflicts of Interest:**

The author declares that, there is no conflict of interest.

#### **Authors' contributions:**

Authors have the equal contribution in this article

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Please cite this article as:

Jamileh Rayani, Hamdollah Manzari Tavakoli, Sanjar Salajegheh, Zahra Shokooh, Samaneh Mehdizadeh. Designing an Organizational Health Model Based on Job Motivation and Emotional Intelligence in Hospitals of Kerman Province. *Int J Hosp Res*. 2020; 9 (4).