

Original Article: The Effect of Employees' Mental Health on Human Resource Agility with the Mediating Role of Service Morale (Case Study: Hospital of Sarableh City)

Mojtaba Mahigir*

Master of Executive Management, Islamic Azad University, Rafsanjan Branch, Rafsanjan, Iran



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ABSTRACT

This study aimed at investigating the effect of employees' mental health on human resource agility with the mediating role of service morale (case study: Hospital of Sarableh City). This research was applied in terms of its purpose and nature, descriptive-correlational in terms of method, and field (survey) in terms of data collection. The statistical population in this study includes all staff of Sarableh Hospital in autumn 2018, and according to the University of Medical Sciences statistics, 170 people were selected. The required sample size was estimated through the Morgan table as 115 ones who were selected by simple random sampling from the statistical population. For data collection, three mental health questionnaires with a reliability coefficient of 0.448, service morale with a coefficient of 0.481, and human resource agility with a coefficient of 0.465 were also used. The structural equation modeling using PLS and SPSS software was utilized to test the hypotheses. The results revealed that mental health has a positive and significant effect on human resource agility directly and indirectly through the mediating variable of service morale. Likewise, in another part of the study, the mediating effect of the variable of service morale was investigated, and the effect of the mental health variable on two variables of manpower agility was considered based on the effect of a third moderating variable as service morale, and there was a positive and significant relationship, too. Therefore, it was suggested that managers pay sufficient attention to identify the indicators and internal propositions of their mental health.

Introduction

The contemporary world has various stresses, some of which are associated

with workplace. Fighting with a co-worker, being deprived of a reward, being late for work, and the pressure of the board or heads of the organization on the manager can be called soma

* **Corresponding Author:** Mojtaba Mahigir (Mahigir.mojtaba@yahoo.com)

instances of workplace stress. Thus, managers should attempt not to make the work environment stressful for employees. Employees should feel job security and perform their duties with joy, vigor, enthusiasm, and motivation, away from any anger and unnecessary conflict. When management is performing well, and employees are being respected and valued, such a work environment is unlikely to be troublesome or cause psychological problems. In other words, poor management performance can be regarded as a cause of job dissatisfaction. For instance, if employees feel they are not treated fairly and respectfully, they are more likely to suffer psychological problems [3]. One of the main reasons for the existence and emergence of mental and behavioral disorders is the lack of job security and anxiety caused by the occupation. In an organization, those staff and employees who have a low sense of job security and, as a result, suffer from anxiety due to unemployment, deportation, dismissal, and deprivation of other privileges and facilities are more likely than others to have a negative perception of ready events. Therefore, the management of such organizations is constantly faced with unmotivated people who can never succeed in achieving the desired goals and reaching acceptable productivity. The manager of an organization should pay attention to all issues and provide a background in terms of mentality and satisfaction of motivation for employees to consider themselves partners and share in the work and its consequences. In such circumstances, the creativity of supervised individuals increases [4]. Human resources are the most prominent determining factor in the correct movement of the organization towards organizational goals. One of the main concerns of managers at different levels of the organization is how to create a suitable environment for employees so that they can perform their duties properly and have optimal performance with responsibility and a sense of commitment [3]. Human resource development is a type of applied behavioral or social science which is mainly relevant to human performance in organizations and how they strive to achieve potential capabilities and enhance their performance through learning. Based on various

philosophical and theoretical foundations, the organization's human resource development activities seek to achieve goals such as motivation, learning, performance, ability to change and improve knowledge, skills, and competencies [1].

Sarableh Hospital, as one of the key medical centers, is mainly responsible for providing health services in Sarableh and Shirvan Chardavol. Also, as the central and executive orientation of Ilam, it plays a crucial role in achieving the goal of the Health Transformation Plan as a small department in the country is in charge. The custodian, and implementer of hospital management programs and policies through its staff in the city of Sarableh, as well as the quality of the implementation of these plans, depends on the performance of its staff. According to the author's field studies, it was found that the staff of Sarableh Hospital has low individual responsibility in providing services to the client. Also, manpower agility is low, and the hospital staff does not have enough knowledge and skills due to the role effect of human resource agility on client satisfaction. This weakness has caused a lot of dissatisfaction on the part of patients. In this regard, the main question of the research is whether the mental health of employees has a significant effect on human resource agility, concerning the mediating role of service morale?

Human resource development is always one of the main challenges of organizations since, in the field of innovation, continuous growth, and other essential data necessary for survival in the competitive and modern business world, staffs create the ideas. Therefore, each organization should develop and implement specific strategies and strategies for human resource development according to the capabilities and limitations of the internal and external environment. Orise performance management is a modern approach to human resource development. If this approach is established and its dimensions are used effectively, it can be taken steps towards developing as many employees as possible [7]. Organizational commitment to the overall attitude of the individual to the entity as a whole implies the

acceptance of the organizational goals and values, the desire to strive for the organization and the intention to continue membership in the organization and the loyalty to it is the most significant and valuable asset of the human organization that has a direct impact on the process of failure or success of the organization, so attempting to develop commitment in employees is a profound feature which managers should consider. More committed staffs are more committed to the organizational values and goals and will play a more active role in the organization. Otherwise, they leave the organization and find new job opportunities. The concept of organizational commitment implies a positive attitude that is obtained from the sense of employees' loyalty to the organization and is manifested by people's participation in organizational decisions, the attention to people in the organization, and their success and well-being. It will be valuable for the organization [6].

Sohrabi *et al.* (2017) presented a study entitled: "*Talent Management Framework with Human Resource Agility Approach*". The purpose of this study was to design a model for talent management with a human resource agility approach in a case study of "Zone no.7 of Gas Transmission Operations Company". The oil and gas industry is one of the industries which is essential in need of talent management. Two methods of extensive library study and the Delphi technique were applied to extract the basic components using 12 academic and corporate experts. The selection of experts was made using the Snowball Sampling method. Finally, 45 components were categorized into 5 dimensions: recruitment, selection, application, development, and maintenance of talent management with a workforce agility approach. The Kendall coordination coefficient was 0.74, indicating a strong consensus among the panel of experts. The SPSS Ver.20 and Smartpls software were utilized to evaluate the components. The results indicated that all components identified in the company except 360-degree feedback are essential in the maintenance dimension with a factor load of 0.2 and multitasking teams with a significant level of more than 0.05. By applying the identified

components, it is expected that the company will be able to deploy talent management with an emphasis on human resource agility [8].

Taghipour *et al.* (2015) in a study entitled: "*The study of Human Resource Agility and the Impact of Management on It*". In this research, the factors affecting employee agility were classified based on previous research and evaluated in seven dimensions of agility. Pearson and Chi-square test was utilized to explain the relationship between dimensions and their relationship with agility [9].

Hopp Van (2004) also researched staff agility and provided strategic reasons for using agile staff. Likewise, they provide a technical model for adapting employees to work conditions and a conceptual model for employee agility structure [5]. Furthermore, Sherehiy *et al.* (2007) have examined the effect of training and skills on employee agility in maintenance and production environments and indicated the effect it has on cost reduction [2].

Regarding agility, a study was conducted by Sharifi and Zhang (2001), based on which they have proposed a conceptual model of organizational agility, including organizational agility tools, enhancers, and agility drivers. Capacities to respond to changes in the environment agile organizations are more concerned about change and uncertainty of knowledge. Smith and Lyles assessed organizational forgetfulness in terms of three cognitive, behavioral, and social characteristics in an article entitled: "*Defining Organizational Forgetfulness*". Moreover, Casey and Olivera examined the significance of organizational forgetfulness in an article entitled: "*Reflection on Oblivion and Organizational Memory*" [10].

Mirkamali *et al.* (2006) proposed a study entitled: "*Practical Strategies for Realizing the Service Movement*" which, in line with the Supreme Leader's order, manifested in the word service movement, is a solution that includes all servants and decision-makers in society. Following the order of the Supreme Leader, the school has been named the Green Front and has chosen to serve the people in various fields. To fulfill this critical guideline of the Supreme

Leader regarding the service to the people movement, expressing practical solutions to

institutionalize this movement. According to the goals mentioned in this study, it has been tried to express several solutions that aid in achieving this critical viewpoint, considering the components of service.

Khorshid (2014) proposed an article entitled: *“The Study of Service Behaviors of National Bank’s Managers Based on a Service Leadership Model (Case Study: National Bank’s Managers in Kerman)”*. This study intends to examine the service leadership behaviors of managers in terms of a service leadership model in the organizational position of the National Bank as a symbol of financial and credit organizations. The most profound findings of this study indicated that managers’ wisdom has a direct and positive effect on the emotional tendency to self-sacrifice and persuasion and persuasive representation, and further indirectly on emotional healing and administrative management and organizational support of managers. No relevant foreign research was found according to the studies on the service morale variable. According to the research topic, the following hypotheses are mentioned:

H₁. Mental health directly impacts on human resource agility.

H₂. Mental health has an indirect effect on human resource agility through the mediating variable of service morale.

Research Methodology

The present research is applied in terms of purpose and nature, and in terms of descriptive-correlational method, and in terms of data collection; it is a field research (survey).

Table 1. Numerical evaluation of phrases in service morale questionnaire

Questionnaire phrase options	Strongly agree	Agree	No idea	Disagree	Strongly disagree
Numerical evaluation of phrases	5	4	3	2	1

Both descriptive and inferential statistical methods were used in the analysis stage. In the descriptive analysis, the frequency of general

The statistical population in this study is the staff of Sarableh Hospital in autumn 2018, which according to the statistics of the University of Medical Sciences were 170 people. The required sample size was estimated through Morgan table 115 people who were selected by simple random sampling from the statistical population. The questionnaires were distributed in Sarableh Hospital so that after referring to different sections, the questionnaire was given to the hospital staff. Finally, the collected data was analyzed by analytical tools, and the results were extracted. The data collection tools were two methods: reviewing documents and the field method. In the field method, the required data was collected about the effect of research components by designing a questionnaire and distributing distribution among the statistical sample.

Research Tool

The research tool is a questionnaire in which the positive mental health status was utilized for the mental health questionnaire presented by Omidian and Alavi Langroudi (2008). Likewise, Zahedi’s et al. questionnaire was used, which had 15 items and five main dimensions, and its validity and reliability were confirmed; the service morale questionnaire was researcher-made and had 14 items on the Likert scale, and eventually, the reliability obtained from Cronbach’s alpha for the questionnaire (0.78). The professors confirmed its validity. The questionnaires used a 5-point Likert scale, which based on the purpose of the research, the items were divided into choices (from strongly disagree to strongly agree):

characteristics of the respondents was initially presented as frequency and frequency percentage in tables. Noteworthy, SPSS and

Smart PLS software was used as the statistical software.

Findings

Descriptive and Demographic Findings

Types of research data analysis methods vary based on the type of research, research problem, nature of hypotheses, type of theorizing, and tools used to collect information. However, it can be acknowledged that these methods have common steps. In this regard, analyzing and

reporting research data is a multi-step process in which the data is provided through data collection tools; they are summarized, coded, categorized, and finally processed to provide a variety of analyses and correlations between these data to test hypotheses. Indeed, data analysis consists of three primary operations: first, the description and preparation of the essential data to test the hypotheses, then analyzing the relationships between variables, and finally, comparing the observed results with the ones which were expected based on the hypotheses.

Table 2. Frequency distribution of respondents based on gender

Gender	Frequency	Percentage	Cumulative frequency
Female	63	54.8	54.8
Male	52	45.2	100
Total	115	100	

Based on findings presented in Table 2, 54.8% of the respondents with a frequency of 63 are

females, and 45.2% with a frequency of 52 are male.

Table 3. Frequency distribution of respondents based on the educational status

Educational status	Frequency	Percentage	Cumulative frequency
Diploma	3	2.6	2.6
Associate degree	14	12.2	14.8
Bachelor	92	80	94.8
Mater degree and above	6	5.2	100
Total	115	100	

As indicated in Table 3, the findings of this study revealed that 2.6% of the studied groups with a frequency of 3 people in terms of education at the diploma, associate degree 12.2% with a frequency of 14 ones, bachelor

degree 80% with a frequency of 92 ones and 5.2% with a frequency of 6 ones at the master degree and above had higher academic education.

Table 4. Frequency distribution of respondents based on age status

Age groups (years)	Frequency	Percentage	Cumulative frequency
20-25	30	26.1	26.1
26-30	31	27	53
31-35	39	33.9	87
36-40	13	11.3	98.3
Over 40	2	1.7	100
Total	115	100	
Mean: 35.3, Minimum: 22, Maximum: 56			

Findings of this study (Table 4) illustrated that based on the age groups, 26.1% with a frequency

of 30 people in the age group of 20- 25 years old, 27% with a frequency of 31 ones in the age

group of 26-30 years old, 33.9% with a frequency of 39 ones in the age group of 31-35 years old, 11.3% with a frequency of 13 ones in the age group of 36-40 years old and 1.7% with

a frequency of 2 ones in the age group of 40 years and over. It was also found that the average age of the subjects was 35.3 years old.

Table 5. Frequency distribution of respondents based on work experience status

Work experience	Frequency	Percentage	Cumulative frequency
Less than 5 years	64	55.7	55.7
5-10 years	40	34.8	90.4
11-15 years	11	9.6	100
Total	115	100	
Mean: 8.72, Minimum: 1, Maximum: 31			

As depicted in Table 5, the findings indicated that 55.7% of the studied groups with a frequency of 64 people less than 5 years, 34.8% between 5 to 10 years with a frequency of 40 ones, 9.6% with a frequency of 11 ones in the

group by 11 to 15 years of work experience. Likewise, it was evident that their average work experience was 8.7 years. On the other hand, it was found that about 90% of people had less than 10 years of work experience.

Table 6. Frequency distribution of respondents based on response to the variables of manpower agility

Continuity	Frequency	Percentage	Cumulative frequency
Very low	2	1.7	1.7
Low	7	6.1	7.8
Medium	27	23.5	31.3
High	51	44.3	75.7
Very high	28	24.3	100
Total	115	100	

Based on Table 6, it was found that the agility level as 31.3% of the respondents with a frequency of 27 people was at an average level and its less level. Furthermore, it was found that the level of agility of 44.3% of the respondents

with a frequency of 51 ones was at a high level, and the level of agility of the other people (24.3% with a frequency of 28 subjects) was further at a very high level.

Table 7. Frequency distribution of respondents based on response to the variables of mental health items

Level	Frequency	Percentage	Cumulative frequency
Very low	0	0	0
Medium	20	17.4	17.4
High	95	82.6	100
Total	115	100	

As presented in Table (7), it was found that the level of mental health was 17.4% with a frequency of 20 subjects in the medium level, and the level of mental health was 82.6% with a

frequency of 95 people in the high level. Moreover, the results indicated that the level of mental health of none of the respondents was low.

Table 8. Frequency distribution of respondent based on response to the variable items of service morale

Continuity	Frequency	Percentage	Cumulative frequency
Low	3	2.6	2.6
Medium	83	72.2	74.8
High	27	23.5	98.3
Very high	2	1.7	100
Total	115	100	

As depicted in Table (8), it was found that the variable level of service morale among 2.6% with a frequency of 3 subjects at a low level, 72.2% with a frequency of 83 people at a medium level, 23.5% with a frequency of 27 people at a high level and 1.7% with a frequency of 2 people at a very high level based on changing status of the service morale. Table 8

demonstrates that the level of service morale was 74.8% of subjects at the average level and less (86 ones).

Inferential Findings

Structural Equation Modeling Method

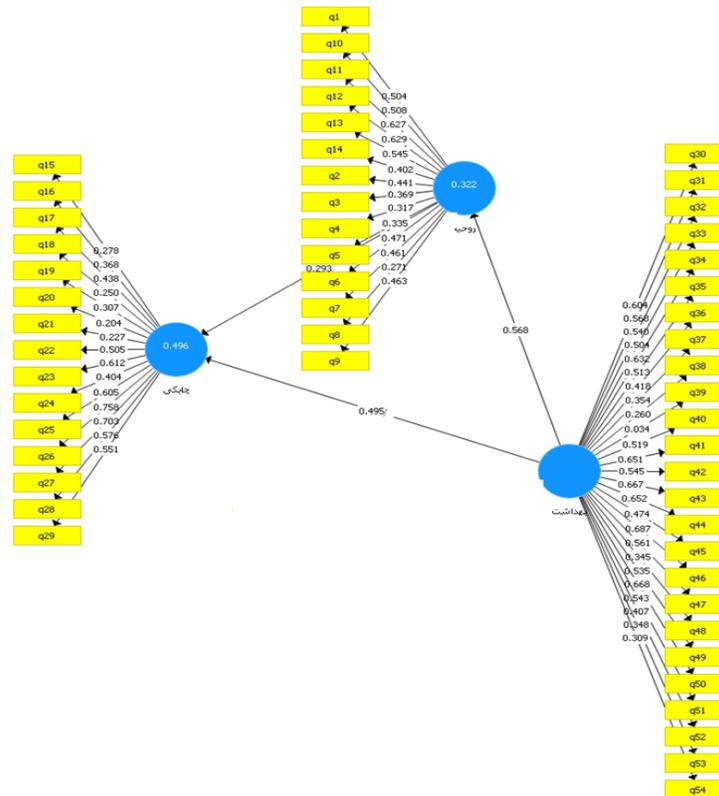


Figure 1. The implemented model with factor load coefficients

Figure (1) is initially drawn to measure factor loads. The criterion for the appropriateness of factor load coefficients is 0.4 (Holland, 1999). Items 56 and 57 of the mental health variable

and 15, 16, 18 to 21 of the human resource agility variable were less than 0.4 and were removed from the model (Figure 2).

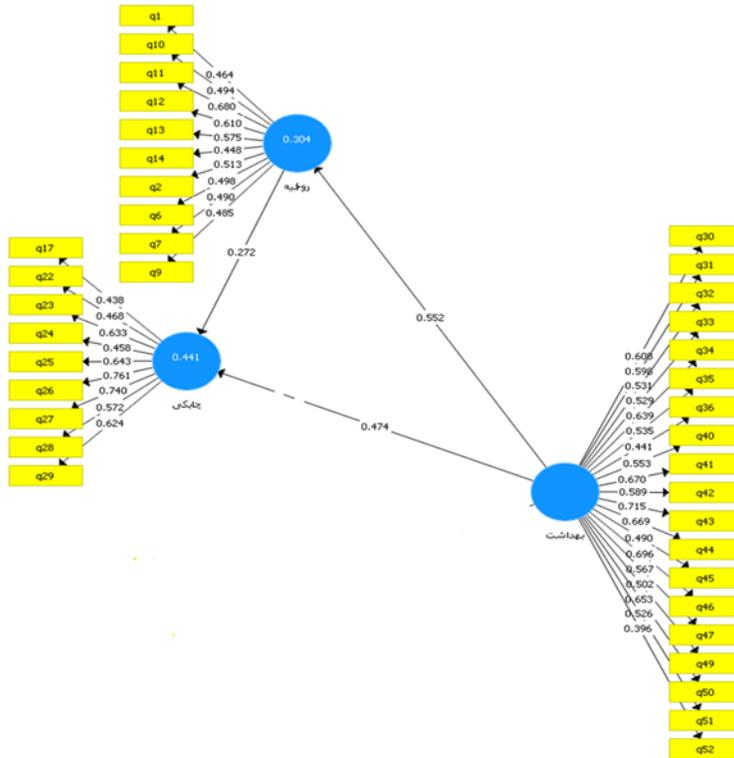


Figure 2. The implemented model, after eliminating items with factor load coefficients less than 0.4

As presented in Figure 2, the factor load of item 52 related to the mental health variable is removed from the model (Figure 3).

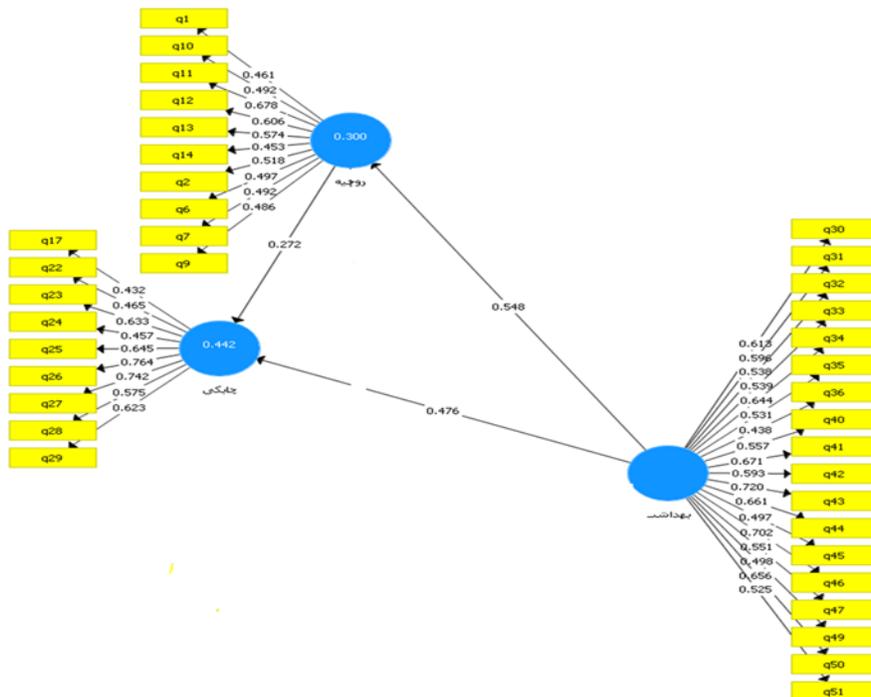


Figure 3. The implemented model after eliminating item no. 52 related to the mental health variable

H₁. Mental health directly impacts on human resource agility.

The significant coefficient of the path between the variables of mental health and human resource agility is 6.435, which is estimated to be more than 1.96; therefore, it can be mentioned that the researcher's hypothesis is confirmed with 95% confidence, and regarding the positive path coefficient (0.476), it can be demonstrated that mental health has a positive effect on human resource agility and indicates that mental health is 47% which explains human resource agility from variable changes.

H₂. Mental health has an indirect effect on human resource agility through the mediating variable of service morale

The significant coefficient of the path between mental health and service morale variables is 6.95 (based on the rule of five percent error in the rejection of zero hypotheses for out-of-range values of 1.96 to -1.96 for each model parameter) and is estimated to be greater than 1.96. Therefore, it can be illustrated that the researcher's hypothesis is confirmed with 95% confidence. Concerning the positive path coefficient (0.548), it can be discussed that mental health has a positive effect on service morale and indicates that mental health is 55% that explains variable changes in service morale.

Conclusion

The results of the proposed study indicated that mental health has a positive and significant effect on human resource agility directly and indirectly through the mediating variable of service spirit. In a study, these two researchers assessed the effect of employees' mental health on the agility of hospitals in Isfahan province and concluded that the agility of human resources is directly affected by the mental health of employees and mentioned that the higher the level of mental health of employees, the level of agility would be higher. The high mental health status of employees not only provides a healthy and enthusiastic environment but is also effective in increasing agility, efficiency, productivity, and improving the service morale

of employees. The corrupted and negative work environment not only leads to waste of money and energy but also leads the staff to laziness, lethargy, and mental problems. Mental health in the workplace governs all aspects of personal life. The higher the level of mental health of the staff of Imam Ali Hospital in Sarablah, the more agile they will be. Also, they will be able to utilize their talents, abilities, and capabilities to provide better services to patients and clients in less time. Since the individual mental health and health affect all aspects of the individual, social and physical, such as a personal mental state and agility for optimal activity in the workplace.

To sum up, it can be stated that providing mental health in the workplace positively affects organizational productivity, and reducing depression, stress, anxiety, mental distress, and other mental illnesses. At the same time, it can be argued that having a high organizational productivity can promote mental health in the workplace.

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