Research Article

Communication model between organizational culture, organizational climate, job burnout and organizational citizenship behavior in bank pasargad

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ABSTRACT

This research has been conducted with the objective of presenting pattern of relation. Between organizational culture organizational environmental culture / organizational environment warned out occupation and also organizational system behavior within personnel. Statistical community in this research is personnel of bank. The target community consists of headquarter fixed department within the city of Tehran. The method of research from the point of view of objective is applicative from view point of gathering dates is descriptive of salutatory. The main tool of gathering dates four questionnaires has also been approved by Alphi Kotonbach. Their finding indicates that occupational has effect upon organizational citizenship and organizational culture on occupation. And how of organizational citizenship is most effectible and organizational environments and the other hand behavior of organizational culture is a variable that has most effects.

Key words: organizational culture, oral culture, occupational organizational behavior

INTRODUCTION:

Today we live in an age that may be due to increasing rapidity of rivalry in industrial environment, utilization and appropriate use of new instruments and human resources of organization and its insistence upon human resource and knowledge of spiritual capital is considered as part of the organization. And plays an important role in survival within this environment but unfortunately due to event expanding organizations from the point of view of technical indexes and lack of attention to the human side itself creation of new variables including of human resource on the other hand today lack of provision of appropriate organizational environment for human resource creates the ground for human resource even more every day. (Zheng , young 2010) hence the need of paying attention to the human resource is an elements which in the organization as organizational citizen involved in activity and many variables has effect upon appropriate behavior of his citizenship and is among causes that may be till now many researches has been conducted in this section.

Studies have indicated that organizational environments is one of the main elements. In achieving Pleasants to work approach. Within organizations personnel along cultural elements and their relation creates a Palestine which different an organizational from other

organizations. (Gilson 2002, and Hemlegan 1998 Gilson and colleges 2010 Gilson and green 2006). As personality of individuals is unique culture and organizational environments of organizations personnel. (AArabi 2008) which ultimately leads to creating of behavior (Shan band zadeh Mohammadi , Hassan poori 2010). On the other hand use of the appropriates strategies in human resource which are supportive of appropriate organizational environments on the basis of organizational culture. And is facilitates utilization of human resource and creation of organizational behavior of presenting relation organizational culture and environment occupational and citizenship behavior.

and in occupation occupies an important place and more importantly . the discussion on concerning systematic and comprehensive relation between functional within the organization being discreet relation with human resource. The importance of this matter in banking industry which is under the great impact of changes in policies and strategies finds greatest importance. Today banks forms the main sections of financial services and the country's economy forming one of the main pillar of the country's economy being entrusted with the duty of providing financial services and the need financial of the country. On the other hand, the inner factors of organization including human resources is the fundamental effective element in provision of effective and high quality within the bank, thus the recognition of their needs in function within organization including organizations culture. Producing occasional organizational environments and behavior where the individual presents within the organization plays a very important role in improving functions of these banks and as a whole in the banking industry in the light of this poses the main issue is study of relation within the organization connected with human resource is among variables which has been studied. In

actual fact the main question of this study is relational pattern between variables of organizational culture organizational culture organizational environment occupational and citizen organizational behavior which one is within bank.

Today human resource is the most important factor of each organization. Different variables upon function and productivity of human resource within organization is effective on of these variables can be referred to organizational culture and environment citizen behavior and occupation where in this section briefly describes and provides relevant model with the variables.

1. organizational culture :

The aim of culture is produce a sense of identity by organizational member and create within them. Commitment toward incredible beliefs and values. In the organization culture plays two important roles : 1- committing members in such a way so that they learn method of behavior and establishment of relation on with each other 2- assisting the organization enabling them to adjust themselves with environmental factors. 2002)

Use of the expression organizational culture become prevalent from the beginning of 80s of twentieth centaury . at the beginning of twentieth organizational other words were voted organizational culture is sum total of identity of values beliefs behavioral models and symbols and is manifestation of values of the organization and these values can become a model for many scholars have used organizational culture for expressing and explaining the differences between effectiveness of organizations. Matsin 1983 shine 1985 and 1990 Gordon 1992, dellad kandy 1982).

As we can observe in description of organizational culture each organization culture can be seen from personnel function in it and group and collective life of the organization. The organizations culture manifests itself in its structure laws its polices objectives and its explanation group life and the way that duties are

performed but it is humans who their spirit to in and fact create it. (pertou and MCK Dermot 2013) .

Organizations can be recognized through their cultures and get to know their inner specific feature. Queen has mentioned four type of among organization and has mentioned specific features for each other. Culture is their specifications has been revealed.

1. rational culture
2. ideological culture (developmental)
3. agree mental culture.
4.culture

Cameron and queen (2000) for the purpose of developing organizational cultural framework produces a theoretical model under the title frame work of competitive values framework of competitive values is one of the most important and influential models. In relation with organizational cultural research. There are four types of organizational culture has been concerned.

Consist of :

Tribal culture (participative) : the bal culture is full of common values , common aims, collectivism cooperate and lateral insists upon in strengths and developing the potential of personnel. In this type of organizational culture they insists upon team work. The role of the leader is known more as a coach trainer. In this organizational culture loyalty integrity and participation is among most important criteria of success within organization (petatou and MAK dermots 2013) .

Bureau critic culture (ideocracy , ideological) this type of culture gives answer to the rapid changes of the present age. This type of organizational culture presents many opportunities for training and development of the personnel. The leader is seen as an individual who creates with innovation and new ideas. For the purpose of utilizing opportunities concentration on the external environment is needed. In this organizational culture in case the personnel manage to create novel ideas and new innovative inventions and will become known as successful Park and Kim 2013.) culture based upon markets (rational)

In this type of organizational culture concentration is upon external environment of the organization there is intense competition. Where in this subject creates less flexibility in interpersonal relation. Success is described as influence and share in the market and markets leaders. Have due importance where of Hierchial culture (conservative) . this culture have an clear structure standard laws and intensive precise. Description of the responsibilities . stability in the organization is seen as the main strategy is through and regulations is kept firm and stable and criteria is success is based upon that to what extent the personnel perform their duties with honest and correct performing. The basis of the predetermined value. (Aktas and others 2011) .

Organizational environment

Organizational environment is among most popular famous subjects in the field of research in industrial organizational physiology this concept is one of the most important of the decade of 1950. Organizational environment imagination feelings employee values to the best work. Also sense of commitment to the organizational sense of confidence and belong and loyalty (Ellis 2000 12) .

2. Organizational climate

Organizational climate is one of the most famous and favorable case of research in organizational industry psychology. This concept is one of the most important terms which is discovered in management (Kundu,2007:2). The concept of organizational climate first expressed at the end of 1950s (Mosser and etal, 2002: 11). Organizational climate refers to image, feelings and value of personnel about their working environment. The commitment about organization, trust and belonging, self-confidence and loyalty are also in this field (Ellis,2000: 12).

The climate of work is under the influence of different elements including physical environment, organizational rules of work environment and the behavioral characters of personnel in work environment.

Haber (2000) and Snow (2002) have suggested 6 dimension for organizational climate which influence on the operation of personnel (Huber, 2000. Snow, 2002).

    a. Flexibility
    b. Accountability
    c. Standards
    d. Reward
    e. Commitment to group

Arizen et al. 2002 have added two other dimensions to organizational climate:

    a. Support
    b. Challenge and risk

Linton and Stinger in their study have dividend the organizational climate to nine elements (Litwin, and Stringer, 1990, quoted from Nazem 1387: 172):

    a. Identity
    b. Conflict
    c. Structure
    d. Friendship
    e. Accountability
    f. Support
    g. Rules
    h. Risk
    i. Rewards

Organizational citizenship behavior

As Organ (1990) climes, one of the most important causes of success of organizations is having personnel that operate more than their responsibility. Scientifics of behavioral science mentioned the organizational citizenship behavior as the trend of personnel for organizational benefit that is above their formal responsibility (**Bihn Nga Giap 2005).**

Organizational citizenship behavior is an intentional behavior of person which doesn't reward directly or by upgrading its operation, but have positive influence on organization (Markoczy & Xin 2004).

Previous works on the organizational citizenship behavior, is about this fact that having this type of behavior in governmental and private organizations would have positive effects. In fact, two kinds of personal and organizational are related to the organizational citizenship behavior. For example, Karambaya (1986) climes that the personnel who work in high efficiency units of organization have more attention to citizenship behavior than those who work in low efficient units.

Khaled and Ali (2005) in their study with title of reviewing the effects of organizational citizenship behavior on behavioral deviations, concludes that the organizational citizenship behavior have negative and adverse relation with behavioral deviations. Although, accountability have negative relation with voluntary absence.

Spin and Zarat (2008), have studied 32 service organizations of Washington State and discussed the relation of weakness and efficiency with organizational citizenship behavior. The results of this study shows that deplete of job, inefficiency, and organizational citizenship behavior, all have significant relation with each other, so that there is a negative relation between inefficiency and organizational citizenship behavior; this means that high level of inefficiency is the same as low level of organizational citizenship behavior. Also, each dimension of organizational citizenship behavior have different negative coefficient with efficiency. The results of this study shows that the organizational citizenship behavior and job weakness have negative relation.
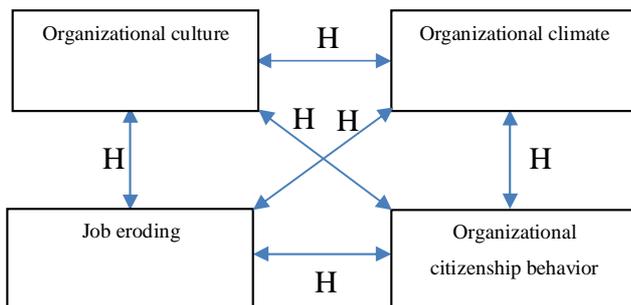
Job eroding

Job eroding is a situation of physical or mental fatigue, which is because of continuous and repeated pressure from compressed and long-term confronting, and its signs includes distress, disappointment, frustration and having negative insights about himself or others (javadi 1390).

Job eroding first suggested by Fredenberg in 1974, and after him many authors have studied it. Rashidi, Teimory Nasab and Ehteramy claimed that job eroding isn't just from the pressure of work but is related to the life style and awake hours of person. In this situation, the job lost its importance and the person would stricken to weakness, continiuos fatigue, suspicion, cynicism and anger, irritability and impatience, and related feels (Nicknamy 1387).

Based on the studies of this case, following hypothesis are suggested:

1. There is a significant relation between organizational culture and organizational climate of Bank Pasargad.
2. There is a significant relation between organizational culture and job eroding in Bank Pasargad.
3. There is a significant relation between organizational culture and organizational citizenship behavior in Bank Pasargad.
4. There is a significant relation between organizational climate and job eroding in Bank Pasargad.
5. There is a significant relation between organizational climate and organizational citizenship behavior in Bank Pasargad.
6. There is a significant relation between job eroding and organizational citizenship behavior in Bank Pasargad.

Methodology

The main objective of this study is discussing the relations between four variables (e.t organizational culture, organizational climate, job eroding and organizational citizenship behavior).

The method of this study is the coefficient type of Descriptive-survey. The statistical society of this study is the personnel of Bank Pasargad of Tehran and for gathering data, they have completed the questionnaire. Because the number of participants isn't high (140 persons), and the likelihood of not-completed questionnaire feedback, the all them participated.

The main utility of survey is questionnaire which is one the most common utilities of research and direct data gathering.

For survey of variables, we have used four types of questionnaires, and each one is used for each variable (organizational culture, organizational climate, organizational citizenship behavior and job eroding).

1. Organizational culture questionnaire is composed of 24 questions which discussed the organizational culture and defined its type, based on Koentien Model (quoted from Kato Satel 2007).
2. Organizational climate questionnaire is composed of 30 questions which discussed the organizational culture and defined its type, based on litvin and Strijer (1990) Model. This questionnaire has 9 dimentions that each dimension and the number of questions are defined.
3. Organizational citizenship behavior questionnaire, is composed of 28 questions and is based on Copman (2006) Model, and is used in different researches, so we can claim is standard.
4. Job eroding questionnaire is based on the standard job eroding of Mazalach and is composed of 22 questions.

For description reviewing of questionnaire, we used description of content and the experts have approved it. Although, the questionnaires were standard and their descriptions were approved previously.

For final studying of questionnaires we have used Cronbach's alpha and the results are shown in following table.

Cronbach's alpha	Variable
0.89	**Organizational climate**
0.86	**Organizational culture**
0.91	**Organizational citizenship behavior**
0.88	**Job eroding**
0.96	**Total**

Data analyzing

In this section, we will analyze the condition of each component based on t test of Estipdent.

Table 7.4 General condition of each component of the main study based on T test.

Level of significance	Statistic t	Standard deviation	Average	Number of answers	Component	No.
0.00	-26.206	0.55	2.27	110	Job eroding	1
0.939	-0.077	0.87	2.99	109	Organizational culture	6
0.675	-0.445	0.87	2.98	110	Organizational climate	8
0.321	0.994	0.93	3.05	110	Organizational citizenship behavior	10

- As we can see from the above table, based on the significance level of components (except the first row), are more than 5% error, we can sat that the amount of this components doesn't have a significant discrepancy to mean value.
- The significance level of eroding job component is less than 5% error, so that we can say that the amount of this component doesn't have a significant discrepancy to mean value.

After descriptive analyze of each variables and components of this research, in following sections, we have tested the hypothesis and the conception model by a structural model of equation. For this, firstly the direct relation of variables and related models were discussed and tested.

Reviewing the direct relation between organizational culture and organizational climate.

a. Definition of statistic hypothesis

- There is a significant relation between organizational culture and organizational climate in Bank Pasargad. H0
- There isn't a significant relation between organizational culture and organizational climate in Bank Pasargad. H1

Table 1. relation between the elements of sub-hypothesis 1.

Reviewed Eq.	Statistic F	Level of significance of F	Statistic t	Level of significance of t
Relation between organizational culture and organizational climate	83.029	0.00	9.112	0.00

Based on the results (level of significance of F and T samples and also the statistics of T and F tests), there is a relation between organizational culture and organizational climate. Therefore, hypothesis H0 is approved and hypothesis H1 is rejected. For reviewing this model in direct relation between organizational culture and organizational climate, and also determining the amount of coefficient of the

relation between these two variables from respondent's points of view, we have used a structural coefficient equation.

The results of this test are as follow:

Chi-Square=277.49, df=103, P-value=0.00000, RMSEA=0.078
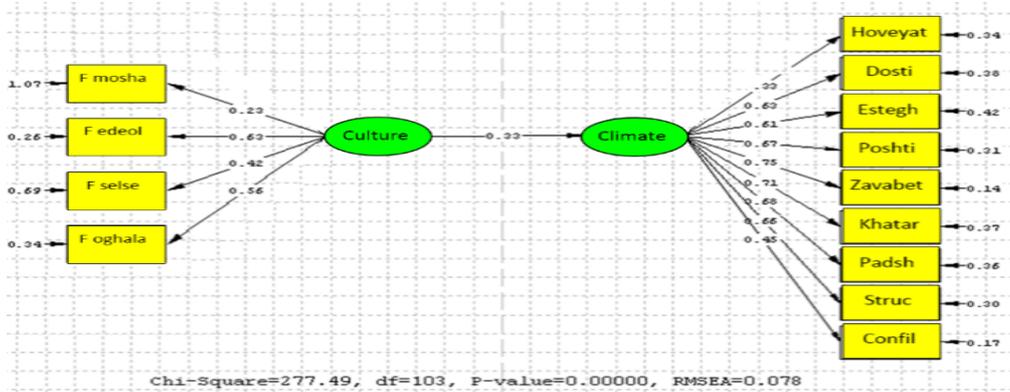
As we can see from the outcomes of Lizeres software, the organizational culture have a direct and positive relation with organizational climate. In the other word, organizational culture will effects on organizational climate and the amount or sever of this relation is 0.33. so, we can clime that by improvement of organizational culture, the organizational climate also improves.

Reviewing the direct relation between organizational culture and job eroding
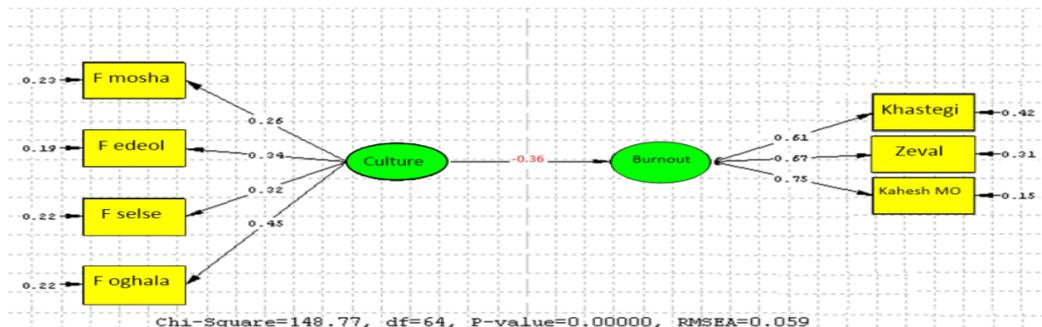
    a. Definition of statistic hypothesis

- There is a significant relation between organizational culture and job eroding in Bank Pasargad. H0
- There isn't a significant relation between organizational culture and job eroding in Bank Pasargad. H1

Table 2. The relation between the elements of sub-hypothesis 2

Reviewed Eq.	Statistic f	The significance level of sample f	Statistic t	The significance level of sample t
relation between organizational culture and job eroding	52.957	0.00	-7.277	0.00

Based on the results (level of significance of F and T samples and also the statistics of T and F tests), there is a relation between organizational culture and job eroding. Therefore, hypothesis H0 is approved and hypothesis H1 is rejected. For reviewing this model in direct relation between organizational culture and job eroding , and also determining the amount of coefficient of the relation between this two variables from respondent's points of view, we have used a structural coefficient equation.

The results of this test is as follow:

Chi-Square=148.77, df=64, P-value=0.00000, RMSEA=0.059

As we can see from the outcomes of Lizeres software, the organizational culture have a direct and positive relation with job eroding. In the other word, organizational culture will effects on job eroding and the amount or sever of this relation is -0.36. So, we can clime that by improvement of organizational culture, the job eroding also improves.

Reviewing the direct relation between organizational culture and organizational citizenship behavior

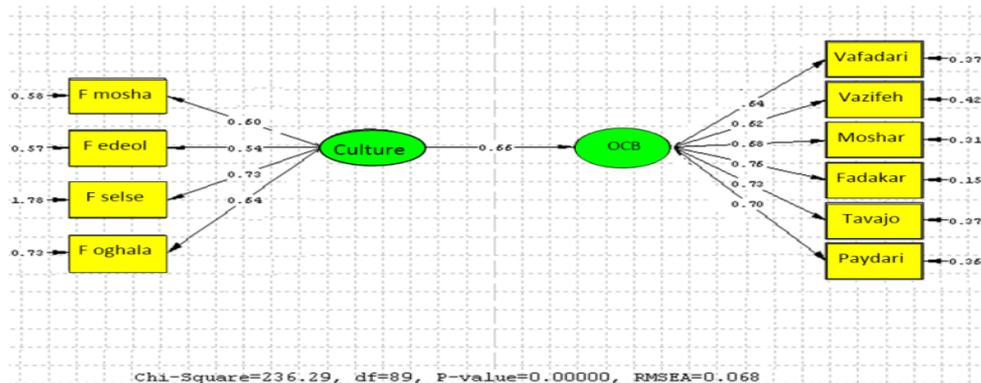 a. **Definition of statistic hypothesis**
  - There is a significant relation between organizational culture and organizational citizenship behavior in Bank Pasargad. H0
  - There isn't a significant relation between organizational culture and organizational citizenship behavior in Bank Pasargad. H1

Table 3. The relation between the elements of sub-hypothesis 3

Reviewed Eq.	Statistic f	The significance level of sample f	Statistic t	The significance level of sample t
relation between organizational culture and organizational citizenship behavior	295.240	0.00	17.183	0.00

Based on the results (level of significance of F and T samples and also the statistics of T and F tests), there is a relation between organizational culture and organizational citizenship behavior. Therefore, hypothesis H0 is approved and hypothesis H1 is rejected. For reviewing this model in direct relation between organizational culture and organizational citizenship behavior, and also determining the amount of coefficient of the relation between this two variables from respondent's points of view, we have used a structural coefficient equation.

The results of this test is as follow:

Chi-Square=236.29, df=89, P-value=0.00000, RMSEA=0.068

As we can see from the outcomes of Lizeres software, the organizational culture have a direct and positive relation with organizational citizenship behavior. In the other word, organizational culture will effects on organizational citizenship behavior and the amount or sever of this relation is 0/66. So, we can clime that by improvement of organizational culture, the organizational citizenship behavior also improves.

Reviewing the direct relation between organizational climate and job eroding

  a. **Definition of statistic hypothesis**
  - There is a significant relation between organizational culture and job eroding in Bank Pasargad. H0

- There isn't a significant relation between organizational culture and job eroding in Bank Pasargad. H1

Table 4. The relation between the elements of sub-hypothesis 4

Reviewed Eq.	Statistic f	The significance level of sample f	Statistic t	The significance level of sample t
relation between organizational culture and job eroding	295.2-40	0.00	17.18-3	0.00

Based on the results (level of significance of F and T samples and also the statistics of T and F tests), there is a relation between job eroding and organizational culture. Therefore, hypothesis H0 is approved and hypothesis H1 is rejected. For reviewing this model in direct relation between job eroding and organizational culture, and also determining the amount of coefficient of the relation between this two variables from respondent's points of view, we have used a structural coefficient equation.

The results of this test is as follow:

Chi-Square=218.72, df=89, P-value=0.00000, RMSEA=0.077
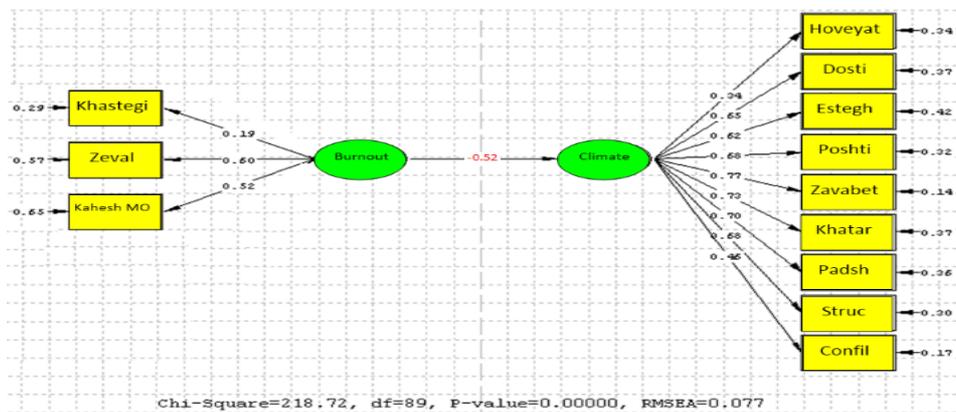
As we can see from the outcomes of Lizeres software, the job eroding have a direct and negative relation with organizational climate. In the other word, job eroding will adversely effects on organizational climate and the amount or sever of this relation is -0/52. So, we can clime that by improvement (decrease) of job eroding, the organizational climate also improves (increase).

Reviewing the direct relation between organizational climate and organizational citizenship behavior
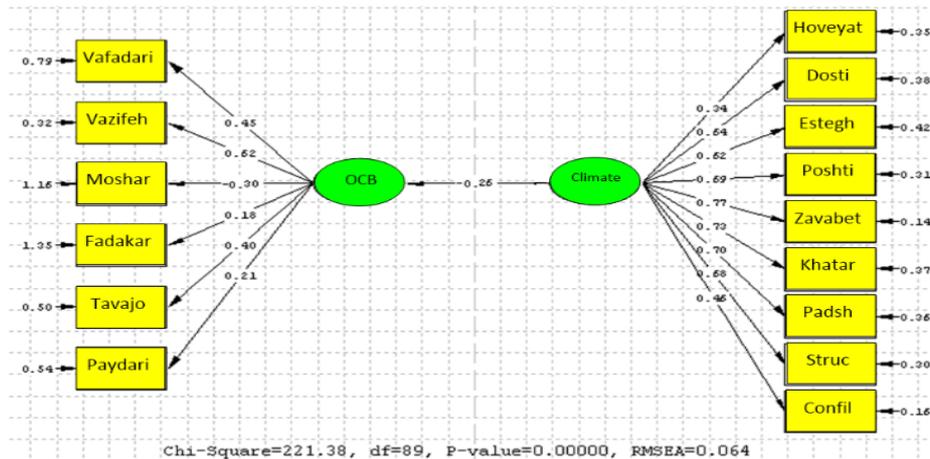
a. **Definition of statistic hypothesis**

- There is a significant relation between organizational citizenship behavior and organizational climate in Bank Pasargad. H0
- There isn't a significant relation between organizational citizenship behavior and organizational climate in Bank Pasargad. H1

Table 5. The relation between the elements of sub-hypothesis 5

Reviewed Eq.	Statistic f	The significance level of sample f	Statistic t	The significance level of sample t
relation between organizational citizenship behavior and organizational climate	151.456	0.00	14.719	0.00

Based on the results (level of significance of F and T samples and also the statistics of T and F tests), there is a relation between organizational citizenship behavior and organizational climate. Therefore, hypothesis H0 is approved and hypothesis H1 is rejected. For reviewing this model in direct relation between job eroding and organizational culture a structural coefficient equation is used.

The results of this test is as follow:

Chi-Square=221.38, df=89, P-value=0.00000, RMSEA=0.064

As we can see from the outcomes of Lizeres software, the organizational citizenship behavior have a direct and positive relation with organizational climate. In the other word, organizational culture will effects on organizational citizenship behavior and the amount or sever of this relation is 0/26. So, we can clime that by improvement of organizational culture, the organizational citizenship behavior also improves.

Reviewing the direct relation between job eroding and organizational citizenship behavior

    a. Definition of statistic hypothesis

- There is a significant relation between job eroding and organizational citizenship behavior in Bank Pasargad. H0
- There isn't a significant relation between job eroding and organizational citizenship behavior in Bank Pasargad. H1

Table 6. The relation between the elements of sub-hypothesis 1

Reviewed Eq.	Statistic f	The significance level of sample f	Statistic t	The significance level of sample t
relation between organizational culture and organizational climate	93.01-9	0.00	7.522-	0.00

Based on the results (level of significance of F and T samples and also the statistics of T and F tests), there is a relation between organizational culture and organizational climate. Therefore, hypothesis H0 is approved and hypothesis H1 is rejected.

For reviewing this model in direct relation between job eroding and organizational culture a structural coefficient equation is used.

The results of this test are as follow:

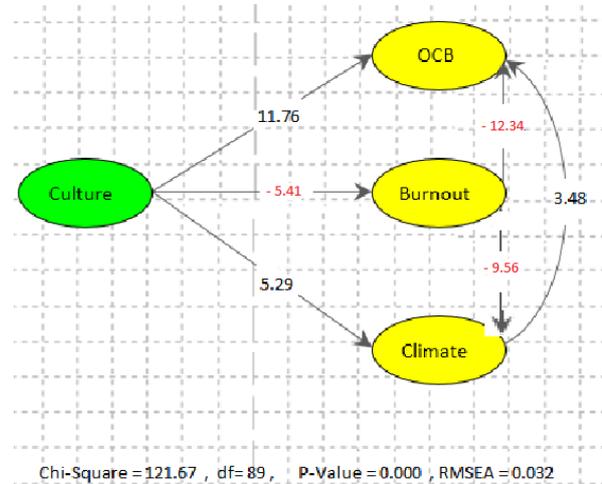Chi-Square=236.29, df=89, P-value=0.00000, RMSEA=0. 68
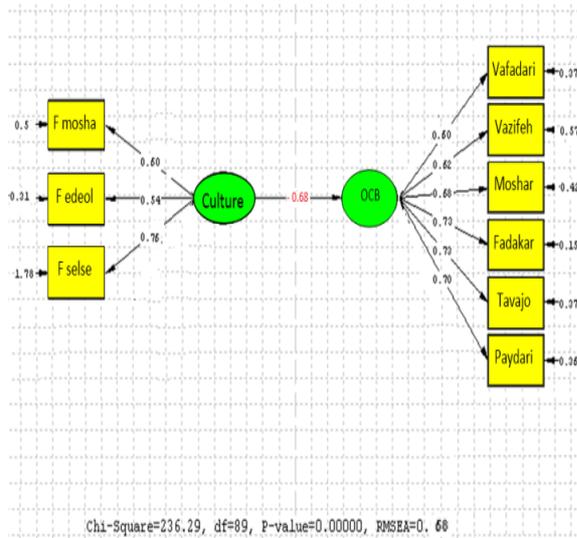
As we can see from the outcomes of Lizeres software, the organizational job eroding have a adverse relation with organizational citizenship behavior. In the other word, job eroding will effects on organizational citizenship behavior and the amount or sever of this relation is -0/68. So, we can clime that by decrease of job eroding, the organizational citizenship behavior increase (improves).

For reviewing the general relations of the four elements of this study, the analytic model is reviewed in Lizeres software, and the results are as the following chart:

Chi - Square=121.67 , df=89 , P - Value= 0.000 , RMSEA = 0.032
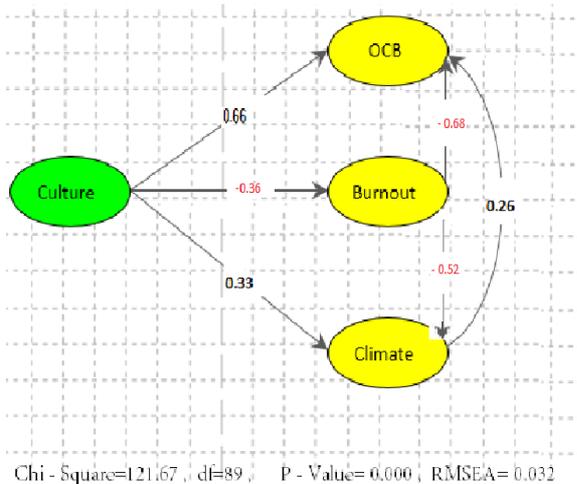
Analytic model in standard mode:

Chi-Square = 121.67 , df= 89 , P-Value = 0.000 , RMSEA = 0.032

1. Based on the outcomes of Lizeres software, there are relations between four elements and the hypothesis is approved.
2. Base on the findings, it's clear that the organizational citizenship behavior is the most effective variable and organizational culture is the most effective variable of this study.
3. Based on the findings, if job eroding is determinant in an organization, it will have a great impact on organizational citizenship behavior, and can change the organizational climate from a positive and facilitative process of Bank to a destroyer and undesirable climate.

CONCLUSIONS

Managers by utilizing efficient methods and making a desirable organizational culture and climate always try to delay the job eroding of personnel. This can update the organizational citizenship behavior of personnel. In this way, one of the most important problems of managers is to identify the relations between different inner elements of organization, including reviewed variables of this study, and also determining the most effective elements. Nowadays, for solving this problem, different methods and approaches are presented, that one of them is mathematical based statistical method.

The results of this study shows that job eroding effects on organizational citizenship behavior and organizational climate, the organizational climate effects on organizational citizenship behavior, the organizational climate effects on job eroding, organizational citizenship behavior and organizational climate. On the other hand, organizational citizenship behavior is the most impressible and organizational culture is the most effective variables.

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