



A Survey of the Relationship between Organizational Climate and Job Stress Among the Employees of the State Banks

Saeed Sayadi^{1*}, Yahya Ebrahimzade²

¹ Faculty Member of Management Department, Islamic Azad University, Kerman Branch, Kerman, Iran.

² PhD student of Management, Human Resources, Islamic Azad University, Kerman, Iran

***Corresponding Author**

Abstract: *The present study is aimed to evaluate the relationship between organizational climate and job stress of the employees of the state banks of west Azerbaijan province. The sample is 88 managers and experts of the state banks of west Azerbaijan province as selected randomly. To perform this descriptive, cross section and applied study, a questionnaire is applied. After the evaluation of the validity and reliability (reliability is computed as 0.773), the questionnaire is distributed based on random sampling method between the managers and experts of the state banks of west Azerbaijan province. Finally, 88 questionnaires are collected. The analysis of data is performed using SPSS, 16 software, Pearson correlation test and regression analysis. The results of study showed that all the hypotheses of study were supported.*

Keywords: *Organizational climate, Job stress, State banks.*

INTRODUCTION

French et al., defined organizational climate as "the relatively persistent set of perceptions held by organization members concerning the characteristics and quality of organizational culture" (French et al., 1985). In other words, organizational climate is the shared perception of the informal and formal policies, practices and procedures (Shadur et al., 1999). Some psychologists consider the root of stress based on the Latin term Stringere as to draw tight (Arnold et al., 2005). Others consider it based on the old French term Destresse as being encountered to distressed condition (Fontana, 1989). The present study deals with the significance of study, hypotheses, etc.

Statement of problem

In each organization, collective identity is created turning the simple aggregation of people to distinctive personality at work place. This natural feeling of work place is analyzed under the various titles including the organization features, social environment, climate, ideology, climate, culture, system and formal organization. Organizational climate is a wide term referring to the perception of employees of the public places of working in the organization and is affected by formal, informal organization, character of people and organizational leadership (Abdolahi, 2006). On the other hand, the term stress or psychological pressure with its root in linguistics is presented by the psychologists working in this field and one of the references consider the root of stress based on the Latin term Stringere as to draw tight (Arnold et al., 2005). Others consider it based on the

old French term *Destresse* as being encountered to distressed condition (Fontana, 1989). It seems that being under hard condition describes what many people feel in case of any psychological pressure or stress. On the other hand, stress is one of problematic issues of human resources and it has adverse effect on the individual and social life of people. Employees as one of the most vulnerable classes are encountered with different stresses. Different factors can lead to stress and recognition of each of these factors can be effective in achieving the organization goals.

The relationship of the manager or supervisor with the employees should include the intimate behavior leading to healthy and open climate for the work progress of employees. As it was said, this study attempts to respond this question: Is there any association between organizational climate and job stress among the employees of the state banks of west Azerbaijan province? If it is yes, how is the relationship?

Significance of study

Today, the world is not fixed and it is changing continuously. These changes are the main principles of the world for progress and if it is not changed, no one can achieve perfection. To meet the individual and social demands in the process of progress of organizations, we should consider change and innovation as a necessary. On the other hand, the organizational climate affects the image of employees of self, their attitude about work, participation, responsibility, mutual relationship with others and their creativity. If the organization attempts to progress, it should adapt with the new needs and environmental changes. The organization should change its structure based on the environment changes to meet new needs. The manager should improve the organizational climate to keep it efficient and effective and create motivation among people and meet their materialistic and spiritual needs. As it was said and based on the great role of stress in organizational climate and as such study has not been performed in Iran namely in the state banks of west Azerbaijan province, the researcher attempts to evaluate it and present the results to the authorities to take a positive step to create suitable climate in this organization among the employees.

Study hypotheses

Main hypothesis

There is a significant relationship between organizational climate and job stress.

Sub-hypotheses

There is a significant relationship between spirit and job stress.

There is a significant relationship between hindrance and job stress.

There is a significant relationship between disengagement and job stress.

There is a significant relationship between intimacy and job stress.

There is a significant relationship between consideration and job stress.

There is a significant relationship between aloofness and job stress.

There is a significant relationship between emphasis on production and job stress.

Purposes of study

General purpose

The relationship between organizational climate and job stress among the employees of the state banks of west Azerbaijan province.

Sub-purposes

The relationship between spirit and job stress

The relationship between hindrance and job stress

The relationship between disengagement and job stress

The relationship between intimacy and job stress

The relationship between consideration and job stress

The relationship between aloofness and job stress

The relationship between emphasis on production and job stress

Study methodology

This study is applied in terms of purpose and survey in terms of nature as by receiving the opinion of employees of the state banks, the relationship between organizational climate and job stress is evaluated. This study evaluates the relationship between organizational climate and job stress and it is a correlation design. Finally, we can say this study is correlation in terms of type, applied in terms of purpose and survey in terms of nature.

Data analysis

The frequency distribution and percentage of respondents in terms of gender show that of 88 samples, there are 53 (60.2% of study sample) men and 35 (39.8%) women. In terms of age, 5.7% of respondents, 5 people of 88 are at the age 20-30 years, 59.1% aged 31-40 years, 33% aged 41-50 years and 2.3% aged 51-60 years. Based on education, 19.3%, 17 people of 88 people have associate and lower, 64.8% BA, 10.2% MA and 5.7% Ph.D. In terms of work experience, 5.7%, 5 people of 88 people have the work experience less than 5 years, 31.8% with the experience 5-10 years, 42% with the experience of 11-15 years, 14.8% with the experience of 16-20 years and 3.4% with the work experience of above 20 years. Based on education major, 47.7% have studied humanities, 4.5% basic sciences, 6.8% in technical fields and 29.5% have degree in other fields.

Inferential analysis

The main hypothesis test: The test of the correlation between organizational climate and job stress

Table 1: The results of independence test

Test result	Significance level	Allowable error	Chi-square
H0 rejection	0.001	0.05	1607

Reasoning: This test attempts to evaluate the independence between two non-quantitative variables. Independence chi-square test (X²) is used to evaluate the independence hypothesis of two variables as at least one of them is qualitative and another one is recorded qualified or quantified (or quantitative with limited levels) (Vasile, 2008). As two variables of organizational climate and job stress are two qualitative variables, at first, we perform independence test between these two variables and in case of non-independence between these two variables, to determine the relationship, Pearson correlation test is used (based on the normality of the required variables).

Test result: As significance level is smaller than allowable error, H₀ is rejected, it means that the organizational climate and job stress are not independent from each other. To evaluate the relationship between two above variables, correlation test is used.

Table 2: The results of correlation test

Test result	Significance level	Allowable error	Pearson correlation coefficient
H0 rejection	0.000	0.05	-0.382

Test result: As the calculated significance level is less than 0.05, H₀ is rejected and there is a correlation between organizational climate and job stress. Based on the test results (correlation value is -0.382 and significant), we can say there is a negative and significant relationship between organizational climate and job stress in the studied population. This shows that any increase in organizational climate can reduce the job stress of the employees of the studied organization and vice versa. The regression variance analysis is presented to evaluate the certainty of the linear relationship between two variables:

Table 3: The regression variance analysis

Significance	F	Mean of	Degree of	Sum of

level		squares	freedom	squares	
0.000	14.677	4.680	1	4.680	The changes of dependent variable that are explained via an independent variable.
		0.319	86	27.422	The changes of dependent variable that are explained via other factors (random)
			87	32.102	Total

Table 4: Coefficients

Significance level	t-value	Standardized coefficients	Non-standardized coefficients		
		Beta	Standard error	B	
0.048	2.007		0.501	1.004	Constant
0.000	3.831	-0.382	0.161	-0.616	Independent variable coefficient (organizational climate)

The test result and its interpretation: As the significance level of the calculated statistics is less than 0.05, the linearity of the relationship between two variables is supported. Thus, in this hypothesis, regression equation is as (JobStress=-0.616OrgClimate+1.004).

Sub-hypothesis test (1-1): The test of the correlation between group spirit and job stress

Table 5: The results of independence test

Test result	Significance level	Allowable error	Chi-square
H0 rejection	0.000	0.05	741.2

Reasoning: This test attempts to evaluate the independence between two non-quantitative variables. Independence chi-square test (X2) is used to evaluate the independence hypothesis of two variables as at least one of them is qualitative and another one is recorded qualified or quantified (or quantitative with limited levels) (Vasile, 2008). As two variables of group spirit and job stress are two qualitative variables, at first, we perform independence test between these two variables and in case of non-independence between these two variables, to determine the relationship, Pearson correlation test is used (based on the normality of the required variables).

Test result: As significance level is smaller than allowable error, H0 is rejected, it means that the group spirit and job stress are not independent from each other. To evaluate the relationship between two above variables, correlation test is used.

Table 6: The results of correlation test

Test result	Significance level	Allowable error	Pearson correlation coefficient
H0 rejection	0.000	0.05	-0.143

Test result: As the calculated significance level is less than 0.05, H0 is rejected and there is a correlation between group spirit and job stress. Based on the test results (correlation value is 0.538 and significant), we can say there is a positive and significant relationship between group spirit and job stress in the studied population. This shows that any increase in group spirit can reduce the job stress of the employees of the studied organization and vice versa. The regression variance analysis is presented to evaluate the certainty of the linear relationship between two variables:

Table 7: The regression variance analysis

Significance	F	Mean of	Degree of	Sum of	
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level		squares	freedom	squares	
0.043	1.806	0.660	1	0.660	The changes of dependent variable that are explained via an independent variable.
		0.366	86	31.441	The changes of dependent variable that are explained via other factors (random)
			87	32.102	Total

Table 8: Coefficients

Significance level	t-value	Standardized coefficients	Non-standardized coefficients		
		Beta	Standard error	B	
0.000	11.217		0.294	3.293	Constant
0.043	-1.344	-0.143	0.081	-0.110	Independent variable coefficient (group spirit)

The test result and its interpretation: As the significance level of the calculated statistics is less than 0.05, the linearity of the relationship between two variables is supported. Thus, in this hypothesis, regression equation is as (JobStress=-0.110 Roheh-e Grouhi+3.293).

Sub-hypothesis test (1-2): The test of the correlation between hindrance and job stress

Table 9: The results of independence test

Test result	Significance level	Allowable error	Chi-square
H0 rejection	0.039	0.05	668.6

Reasoning: This test attempts to evaluate the independence between two non-quantitative variables. Independence chi-square test (X2) is used to evaluate the independence hypothesis of two variables as at least one of them is qualitative and another one is recorded qualified or quantified (or quantitative with limited levels) (Vasile, 2008). As two variables of hindrance and job stress are two qualitative variables, at first, we perform independence test between these two variables and in case of non-independence between these two variables, to determine the relationship, Pearson correlation test is used (based on the normality of the required variables).

Test result: As significance level is smaller than allowable error, H0 is rejected, it means that the hindrance and job stress are not independent from each other. To evaluate the relationship between two above variables, correlation test is used.

Table 10: The results of correlation test

Test result	Significance level	Allowable error	Pearson correlation coefficient
H0 rejection	0.000	0.05	0.470

Test result: As the calculated significance level is less than 0.05, H0 is rejected and there is a correlation between hindrance and job stress. Based on the test results (correlation value is 0.470 and significant), we can say there is a positive and significant relationship between hindrance and job stress in the studied population. This shows that any increase in hindrance can increase the job stress of the employees of the studied organization and vice versa.

The regression variance analysis is presented to evaluate the certainty of the linear relationship between two variables:

Table 11: The regression variance analysis

Significance	F	Mean of	Degree of	Sum of	
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level		squares	freedom	squares	
0.000	24.322	7.077	1	7.077	The changes of dependent variable that are explained via an independent variable.
		0.291	86	25.024	The changes of dependent variable that are explained via other factors (random)
			87	32.102	Total

Table 12: Coefficients

Significance level	t-value	Standardized coefficients	Non-standardized coefficients		
		Beta	Standard error	B	
0.000	8.607		0.218	1.873	Constant
0.000	4.932	0.470	0.074	0.367	Independent variable coefficient (hindrance)

The test result and its interpretation: As the significance level of the calculated statistics is less than 0.05, the linearity of the relationship between two variables is supported. Thus, in this hypothesis, regression equation is as $(\text{JobStress}=0.367\text{Mozahemat}(\text{Bazdarandegi})+1.873)$.

Sub-hypothesis test (1-3): The test of the correlation between intimacy and job stress

Table 13: The results of independence test

Test result	Significance level	Allowable error	Chi-square
H0 rejection	0.000	0.05	696.8

Reasoning: This test attempts to evaluate the independence between two non-quantitative variables. Independence chi-square test (X²) is used to evaluate the independence hypothesis of two variables as at least one of them is qualitative and another one is recorded qualified or quantified (or quantitative with limited levels) (Vasile, 2008). As two variables of intimacy and job stress are two qualitative variables, at first, we perform independence test between these two variables and in case of non-independence between these two variables, to determine the relationship, Pearson correlation test is used (based on the normality of the required variables).

Test result: As significance level is smaller than allowable error, H₀ is rejected, it means that the intimacy and job stress are not independent from each other. To evaluate the relationship between two above variables, correlation test is used.

Table 14: The results of correaltion test

Test result	Significance level	Allowable error	Pearson correaltion coefficient
H0 rejection	0.000	0.05	-0.154

Test result: As the calculated significance level is less than 0.05, H₀ is rejected and there is a correlation between intimacy and job stress. Based on the test results (correlation value is -0.154 and significant), we can say there is a negative and significant relationship between intimacy and job stress in the studied population. This shows that any increase in intimacy can reduce the job stress of the employees of the studied organization and vice versa.

The regression variance analysis is presented to evaluate the certainty of the linear relationship between two variables:

Table 15: The regression variance analysis

Significance level	F	Mean of squares	Degree of freedom	Sum of squares	
0.045	0.255	0.095	1	0.095	The changes of dependent variable that are explained via an independent variable.
		0.372	86	32.007	The changes of dependent variable that are explained via other factors (random)
			87	32.102	Total

Table 16: Coefficients

Significance level	t-value	Standardized coefficients	Non-standardized coefficients		
		Beta	Standard error	B	
0.000	6.917		0.392	2.713	Constant
0.045	0.505	-0.154	0.112	-0.157	Independent variable coefficient (intimacy)

The test result and its interpretation: As the significance level of the calculated statistics is less than 0.05, the linearity of the relationship between two variables is supported. Thus, in this hypothesis, regression equation is as (JobStress=-0.157 Samimiat+2.713).

Sub-hypothesis test (1-4): The test of the correlation between disengagement and job stress

Table 17: The results of independence test

Test result	Significance level	Allowable error	Chi-square
H0 rejection	0.021	0.05	659.9

Reasoning: This test attempts to evaluate the independence between two non-quantitative variables. Independence chi-square test (X2) is used to evaluate the independence hypothesis of two variables as at least one of them is qualitative and another one is recorded qualified or quantified (or quantitative with limited levels) (Vasile, 2008). As two variables of disengagement and job stress are two qualitative variables, at first, we perform independence test between these two variables and in case of non-independence between these two variables, to determine the relationship, Pearson correlation test is used (based on the normality of the required variables).

Test result: As significance level is smaller than allowable error, H0 is rejected, it means that the disengagement and job stress are not independent from each other. To evaluate the relationship between two above variables, correlation test is used.

Table 18: The results of correlation test

Test result	Significance level	Allowable error	Pearson correlation coefficient
H0 rejection	0.000	0.05	0.569

Test result: As the calculated significance level is less than 0.05, H0 is rejected and there is a correlation between disengagement and job stress. Based on the test results (correlation value is 0.569 and significant), we can say there is a positive and significant relationship between disengagement and job stress in the studied population. This shows that any increase in disengagement can increase the job stress of the employees of the studied organization and vice versa.

The regression variance analysis is presented to evaluate the certainty of the linear relationship between two variables:

Table 19: The regression variance analysis

Significance level	F	Mean of squares	Degree of freedom	Sum of squares	
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0.000	41.158	10.390	1	10.390	The changes of dependent variable that are explained via an independent variable.
		0.252	86	21.711	The changes of dependent variable that are explained via other factors (random)
			87	32.102	Total

Table 20: Coefficients

Significance level	t-value	Standardized coefficients	Non-standardized coefficients		
		Beta	Standard error	B	
0.000	10.891		0.171	1.865	Constant
0.000	6.415	0.569	0.065	0.420	Independent variable (disengagement)

The test result and its interpretation: As the significance level of the calculated statistics is less than 0.05, the linearity of the relationship between two variables is supported. Thus, in this hypothesis, regression equation is as (JobStress=0.420 BiAlagegi +1.865).

Sub-hypothesis test (1-5): The test of the correlation between aloofness and job stress

Table 21: The results of independence test

Test result	Significance level	Allowable error	Chi-square
H0 rejection	0.002	0.05	600.3

Reasoning: This test attempts to evaluate the independence between two non-quantitative variables. Independence chi-square test (X2) is used to evaluate the independence hypothesis of two variables as at least one of them is qualitative and another one is recorded qualified or quantified (or quantitative with limited levels) (Vasile, 2008). As two variables of aloofness and job stress are two qualitative variables, at first, we perform independence test between these two variables and in case of non-independence between these two variables, to determine the relationship, Pearson correlation test is used (based on the normality of the required variables).

Test result: As significance level is smaller than allowable error, H0 is rejected, it means that the aloofness and job stress are not independent from each other. To evaluate the relationship between two above variables, correlation test is used.

Table 22: The results of correlation test

Test result	Significance level	Allowable error	Pearson correlation coefficient
H0 rejection	0.000	0.05	0.484

Test result: As the calculated significance level is less than 0.05, H0 is rejected and there is a correlation between aloofness and job stress. Based on the test results (correlation value is 0.568 and significant), we can say there is a positive and significant relationship between aloofness and job stress in the studied population. This shows that any increase in aloofness can increase the job stress of the employees of the studied organization and vice versa.

The regression variance analysis is presented to evaluate the certainty of the linear relationship between two variables:

Table 23: The regression variance analysis

Significance level	F	Mean of squares	Degree of freedom	Sum of squares	

0.000	26.356	7.530	1	7.530	The changes of dependent variable that are explained via an independent variable.
		0.286	86	24.571	The changes of dependent variable that are explained via other factors (random)
			266	40.173	Total

Table 24: Coefficients

Significance level	t-value	Standardized coefficients	Non-standardized coefficients		
		Beta	Standard error	B	
0.000	8.507		0.216	1.838	Constant
0.000	5.134	0.484	0.081	0.415	Independent variable coefficient (aloofness)

The test result and its interpretation: As the significance level of the calculated statistics is less than 0.05, the linearity of the relationship between two variables is supported. Thus, in this hypothesis, regression equation is as (JobStress=0.415 FaseleGiri +1.838).

Sub-hypothesis test (1-6): The test of the correlation between consideration and job stress

Table 25: The results of independence test

Test result	Significance level	Allowable error	Chi-square
H0 rejection	0.018	0.05	700.3

Reasoning: This test attempts to evaluate the independence between two non-quantitative variables. Independence chi-square test (X2) is used to evaluate the independence hypothesis of two variables as at least one of them is qualitative and another one is recorded qualified or quantified (or quantitative with limited levels) (Vasile, 2008). As two variables of consideration and job stress are two qualitative variables, at first, we perform independence test between these two variables and in case of non-independence between these two variables, to determine the relationship, Pearson correlation test is used (based on the normality of the required variables).

Test result: As significance level is smaller than allowable error, H0 is rejected, it means that the consideration and job stress are not independent from each other. To evaluate the relationship between two above variables, correlation test is used.

Table 26: The results of correlation test

Test result	Significance level	Allowable error	Pearson correlation coefficient
H0 rejection	0.000	0.05	-0.147

Test result: As the calculated significance level is less than 0.05, H0 is rejected and there is a correlation between consideration and job stress. Based on the test results (correlation value is -0.147 and significant), we can say there is a negative and significant relationship between consideration and job stress in the studied population. This shows that any increase in consideration can reduce the job stress of the employees of the studied organization and vice versa.

The regression variance analysis is presented to evaluate the certainty of the linear relationship between two variables:

Table 27: The regression variance analysis

Significance level	F	Mean of squares	Degree of freedom	Sum of squares	
0.043	1.891	0.691	1	0.691	The changes of dependent variable that

					are explained via an independent variable.
		0.365	86	31.411	The changes of dependent variable that are explained via other factors (random)
			87	32.102	Total

Table 28: Coefficients

Significance level	t-value	Standardized coefficients	Non-standardized coefficients		
		Beta	Standard error	B	
0.000	13.373		0.241	3.228	Constant
0.043	-1.375	-0.147	0.066	-0.091	Independent variable coefficient (consideration)

The test result and its interpretation: As the significance level of the calculated statistics is less than 0.05, the linearity of the relationship between two variables is supported. Thus, in this hypothesis, regression equation is as (JobStress=0.091 Mora'at +3.228).

Sub-hypothesis test (1-7): The test of the correlation between thrust and job stress

Table 29: The results of independence test

Test result	Significance level	Allowable error	Chi-square
H0 rejection	0.000	0.05	729.3

Reasoning: This test attempts to evaluate the independence between two non-quantitative variables. Independence chi-square test (X2) is used to evaluate the independence hypothesis of two variables as at least one of them is qualitative and another one is recorded qualified or quantified (or quantitative with limited levels) (Vasile, 2008). As two variables of thrust and job stress are two qualitative variables, at first, we perform independence test between these two variables and in case of non-independence between these two variables, to determine the relationship, Pearson correlation test is used (based on the normality of the required variables).

Test result: As significance level is smaller than allowable error, H0 is rejected, it means that the thrust and job stress are not independent from each other. To evaluate the relationship between two above variables, correlation test is used.

Table 30: The results of correlation test

Test result	Significance level	Allowable error	Pearson correlation coefficient
H0 rejection	0.046	0.05	-0.075

Test result: As the calculated significance level is less than 0.05, H0 is rejected and there is a correlation between thrust and job stress. Based on the test results (correlation value is 0.517 and significant), we can say there is a negative and significant relationship between thrust and job stress in the studied population. This shows that any increase in thrust can reduce the job stress of the employees of the studied organization and vice versa.

The regression variance analysis is presented to evaluate the certainty of the linear relationship between two variables:

Table 31: The regression variance analysis

Significance level	F	Mean of squares	Degree of freedom	Sum of squares	
0.046	0.489	0.182	1	0.182	The changes of dependent variable that are

					explained via an independent variable.
		0.371	86	31.920	The changes of dependent variable that are explained via other factors (random)
			87	32.102	Total

Table 32: Coefficients

Significance level	t-value	Standardized coefficients	Non-standardized coefficients		
		Beta	Standard error	B	
0.000	11.778		0.282	3.086	Constant
0.046	-0.699	-0.075	0.079	-0.055	Independent variable (Thrust)

The test result and its interpretation: As the significance level of the calculated statistics is less than 0.05, the linearity of the relationship between two variables is supported. Thus, in this hypothesis, regression equation is as (JobStress=-0.055 Nofoz'Paziri +3.086).

Discussion of study hypotheses

Like the air of room, organizational climate includes many factors and in different researches, different factors of organizational climate are evaluated but the researcher has not achieved similar research. The majority of researches have evaluated the relationship between organizational climate and different factors as job satisfaction (Keuter, 2000; Darabi Emarati, 2003), productivity (pourseif, 2006), performance (Majnuni, 2002), leadership style (Nazem, 2000), organizational changes (Lee and Choi, 2003), organizational alienation (Heshmatkhah, 1999), organizational commitment (Kermani, 2008, McMurray, 2004), reduction of movement (Stewart et al., 2006) and organizational learning (Samad 2006).

As shown in the results of study, one component can be effective on some components. For example, the increase of group spirit can increase the intimacy and interest of employees and improvement in one component can improve three other components and by reduction of the thrust and direct supervision, we can create some changes to increase interest, intimacy, consideration, thrust.

The results of different studies have shown that unsuitable organizational climate had adverse effect on employees and their performance and effective achievement to the organization goals. This issue is of great importance namely in different environment of hospital based on the specific conditions, work nature, goals and specific customers and its unique features.

Kermani (2008) in his study stated that the employees and managers of educational hospitals of medical Sciences University of Hamedan reported their climate as: High group spirit, relatively low hindrance, high interest, average intimacy, relatively low consideration, relatively high aloofness, low thrust and high production emphasis. Four factors of employees indicate open climate and relatively good condition and four factors of the behavior of managers indicate the close climate and unsuitable condition in the studied hospitals. The mean of the achieved score of organizational climate is average totally. The manager should be aware of the changes in organizational climate and their effects on the progress and achieving the organization goals to achieve considerable successes with the employees and organization. The awareness and use of mutual effects of organizational climate can be based on the ways to create good human climate to achieve success. It is appropriate that the managers select the components with low mean in the organization and identify its reasons and based on the mutual effect of components, perform effective measurements to improve climate and achieve the results and the best performance. They identify the priorities and give less importance for the time-consuming activities with low-return.

This research is performed in the state banks of west Azerbaijan province and it has different results with other organizations. For example, as this study is specialized, it needs less supervision and direct intervention

of the manager and this has inverse result. Or in another environment, based on the education of employees, we need high direct supervision and the managers should use good behavior based on the requirements of their organization and the needs of employees. In the present study, the relationship between organizational climate and job stress was evaluated in the state banks of west Azerbaijan province and the results of study are as follows:

- The hypothesis regarding “There is a significant relationship between organizational climate and job stress” was supported. Based on the results of study (correlation value as -0.382 and significant), there is a negative and significant relationship between organizational climate and job stress in the studied population and this shows that any increase in the organizational climate reduces job stress of the employees of the studied organization and vice versa.
- The hypothesis regarding “There is a significant relationship between spirit and job stress” was supported. Based on the results of study (correlation value as 0.538 and significant), there is a positive and significant relationship between group spirit and job stress in the studied population and this shows that any increase in the group spirit increase job stress of the employees of the studied organization and vice versa.
- The hypothesis regarding “There is a significant relationship between hindrance and job stress” was supported. Based on the results of study (correlation value as 0.470 and significant), there is a positive and significant relationship between hindrance and job stress in the studied population and this shows that any increase in the hindrance increases job stress of the employees of the studied organization and vice versa.
- The hypothesis regarding “There is a significant relationship between intimacy and job stress” was supported. Based on the results of study (correlation value as -0.154 and significant), there is a negative and significant relationship between intimacy and job stress in the studied population and this shows that any increase in the intimacy reduces job stress of the employees of the studied organization and vice versa.
- The hypothesis regarding “There is a significant relationship between disengagement and job stress” was supported. Based on the results of study (correlation value as 0.569 and significant), there is a positive and significant relationship between intimacy and job stress in the studied population and this shows that any increase in the disengagement can increase job stress of the employees of the studied organization and vice versa.
- The hypothesis regarding “There is a significant relationship between aloofness and job stress” was supported. Based on the results of study (correlation value as 0.568 and significant), there is a negative and significant relationship between aloofness and job stress in the studied population and this shows that any increase in the aloofness can increase job stress of the employees of the studied organization and vice versa.
- The hypothesis regarding “There is a significant relationship between consideration and job stress” was supported. Based on the results of study (correlation value as -0.147 and significant), there is a negative and significant relationship between consideration and job stress in the studied population and this shows that any increase in the consideration can reduce job stress of the employees of the studied organization and vice versa.
- The hypothesis regarding “There is a significant relationship between thrust and job stress” was supported. Based on the results of study (correlation value as 0.517 and significant), there is a negative and significant relationship between thrust and job stress in the studied population and this shows that any increase in the thrust can reduce job stress of the employees of the studied organization and vice versa.

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