

## **Explanation of the Relationship between Organizational Climate and Job Performance with the Mediating Role of Workaholism among Staff of Khorasan Razavi Branches of Refah Bank in 2016**

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**Abstract:** The aim of the present study is to explain the relationship between organizational climate, job performance and work aholism. The population in this study includes total of 250 staff of Khorasan Razavi branches of Refah bank. Simple random sampling is taken and by using Cochran formula, the sample size is 151. The researcher has used triple questionnaires that all the questions are Likert in order to gather data. In this study structural relation model is used to analyze the data. To determine validity and reliability of questionnaire, content validity and Cronbach's alpha coefficient are used. Its value is 0.85 for Halpin and Craft organizational climate questionnaire, 0.89 for job performance questionnaire and 0.93 for workaholism questionnaire. To analyze data and perform hypotheses testing and other hypotheses of this research, statistical Software of Lisrel is taken. The results show that there is significant relation between organizational climate and work aholism. In addition, there is a significant relation between organizational climate and job performance and there is not any significant relation between workaholism and job performance.

**Key words:** Organizational climate, job performance, workaholism, Refah, random

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### **INTRODUCTION**

During more than three decades, workaholism has become famous. It is used to describe individuals who are addicted to research. Workaholics are reluctant to delegate their authorities and duties, they conflict with their colleagues, consequently, make the work processes more complicated. If the great amount of energy which is used by workaholics at their work is not compensated through individual reinforcement, their power will be reiterated and will experience burnout. Ots created the term "workaholism" for the first time to refer to people whose much interest in work prevents multiple functions of life. This term has been widespread and it has been increasingly used in media, internet and empirical research articles. Note that all the problems caused by workaholism, in fact, threatens the interest of the organization and its people. These problems should be identified and solved by the human resource managers. The fundamental purpose of the human resource managers is to assure that organization always has appropriate people for the jobs in order to continuously gain higher performance results.

Organizations must provide the setting in a way that their staff and managers apply all their experience, abilities and capabilities to promote organizational purposes. Brown and Moberg believe that organizational climate is

a collection of special culture, customs and practical ways. Members of the organization have observed that this collection explains the organization, segregates it from other organizations is relatively persistent during time and) people are effected and guided by it. On the other hand organizational climate is effective on the staff's job performance and their tendency to work more than their roles in the organization so that, both the person and the organization are beneficiary from the staff's performance.

Therefore, in this study relation between organizational climate and the staff job performance in one hand and workaholism on the other are examined.

### **Literature review**

**Workaholism:** The term workaholism which is copied from alcoholism is introduced by Ans. In his book, under the title of "confesses of a workaholic", Ans described the unusual compulsion of a person to work continuously and some of characteristics showed by workaholics. He also mentioned the negative consequences stemming in this phenomenon (Spence and Robbins, 1992). Furthermore, he represented the first definition of work aholism himself. He knew work aholism as people who need to work a lot. This need may make risks for their health, personal happiness, interpersonal relations and social duties (Snir and Zohar, 2008).

Although, the word “workaholism” has been used widely, empirical researches have been conducted to improve and increase people’s perception of this phenomenon. Therefore, there is no consensus about its meaning and dimensions (Snir and Zohar, 2008). Specially, this case is not studied well in the country.

Work aholism is different from being busy. Busy people do the research as an essential thing. And, sometimes know it as a satisfying duty. But workaholics consider their jobs as a safe place where they can discard unwanted and out of research feeling and commitments while working. Also, active and busy people can destroy their interest in research but workaholics cannot wash their hands of research. These people think about research even when they are playing golf or watching a play in their children’s school. Minds of these people are always busy with research problems and issues (Seybold and Salomone, 1994).

Ans believes that workaholics are people who need to work so excessively that it might make serious risks for their health, individual happiness, interpersonal relations and social duties and roles because they have an unreasonable commitment to research (Machlorwits) and they allocate a lot of time to research activities arbitrarily and internally (Snir and Zohar, 2008).

In Heritage dictionary workaholic is defined as person who needs to work obsessively and unrelentingly. Workaholism is an addiction that can be either pleasant or tiring and problematic for the person. Some people see this condition as a sickness that is placed in the category of obsessive-compulsive disorders. The problem is that these people believe if they do not research, they feel inability and helplessness. They do not necessarily love their works or they do not show any attempt to get to higher ranks.

Some are agreed with workaholism and intrigue it. Some other are disagreed and tend to prevent it (Snir and Zohar, 2008). However, it is essential for organizations to find out about characteristics of these people.

In regard to typology of Spence and Robins, workaholism is recognized based on the amount and degree of the following three components: Job involvement, internal tendency toward research, the joy of research. In workaholics, the degree of job involvement is high. They have very much tendency to work but they do not enjoy the work so much. In contrary, enthusiasts are associated with work but they enjoy it and do not have excessive tendency toward it. Scott *et al.* (1997) identified three patterns of workaholism which are: Extreme attraction (obsessions), perfectionism, Seeking success (success-seeking). In their opinion, workaholics are obsessive, under stress and anxious. Their jobs make

both physical and mental problems, they have low satisfaction of their lives and jobs and their job performance is low. Workaholics are perfectionists. They have very high physical and mental problems, they have ineffective and hostile interpersonal relations and they have too many voluntary absentees and abandonment of duty. They, also, have very low job performance and job satisfaction. Therefore, it can be concluded that success seeking workaholics have high life satisfaction, job satisfaction, mental and physical health, job performance and citizenship organizational behaviors. And they have lower voluntary abandonment of research (Scott *et al.*, 1997). In addition, some surveys have confirmed the relation between workaholism and the staff burning out and mental health (Shaufelli *et al.*, 2009).

The following three approaches can be considered based on the various ideas about workaholism: Positive approach to workaholism: it is stemmed from love to research (Cantarow, 1979) and it is an innate tendency toward hard and over research. This approach makes positive research behaviors like increasing organizational commitment and organizational citizenship behavior.

**Negative approach to workaholism:** It is known as unreasonable commitment to overwork (Machlorwits) and as an addiction.

**Typological approach:** It is existence of different types of obsessive workaholics and involvement in work (Naughton, 1987), workaholics and enthusiastic workaholics (Spence and Robbins, 1992), obsessive, perfectionist, success seeking workaholics (Scott *et al.*, 1997).

**Multidimensional concept of workaholism:** In total, structure of workaholism seems multidimensional and complicated. Besides, there are various typologies about it. Scott *et al.* (1997) noted that people who work for many hours are not necessarily workaholics. This is a behavior which is encouraged by especial factors and it might have many reasons that some of them are related to workaholism.

They criticized typology of Spenser and Robins and believed that workaholism is a phenomenon of behavior, not attitude. In the first case, they say that a person who is introduced as a workaholic should:

- Spend so much time on research voluntarily
- Think about research even when not working
- Research beyond economic and organizational needs

They identified three patterns of workaholism including:

- Compulsory dependence
- Perfectionism
- Success seeking

In their idea, addicts to compulsory dependence research severely and their researches cause personal and social problems. Their Job performances are weak and enjoy life and job just a little. Perfection addicts research a lot. They have many personal and social problems. They have low job satisfaction and job performance. Success seeking addicts have high satisfaction of life and their jobs and enjoy challenges. They have high job performance and low job abandonment.

Shaufelli and others (2006) differentiate between good workaholics and bad workaholics. Good workaholics are actively involved in their research and they are enthusiastic, selfless and attractive. Bad workaholics research excessively (Burke *et al.*, 2006).

Furthermore, some surveys have confirmed indirect relation between workaholism and burning out and mental health of the staff. Since workaholics experience additional workload with high job demands, their mental resources will be burnt out and eliminated (Shaufelli *et al.*, 2009). Particularly when the staffs involve their minds increasingly in their research process, leave themselves weakened and burnt out (Maslach, 1986).

Now with regard to the aforementioned content, it can be concluded that workaholism has both positive and constructive consequences like citizenship organizational behaviors and negative consequences like burning out for staffs of the organizations. Therefore, the organizations managers must deal with this phenomenon in order to get positive behavioral consequences.

**Organizational climate:** Organizational climate was raised by Kurt Lewis for the first time in 1951. He raised this hypothesis that individual's behavior follows surrounding environment. This concept was propagated in organizational climate literature during 1960. Two important factors for propagation of organizational climate literature are: studies of Forehand and Gilmer and James and Jones (Paul and Blanchard, 2006). Nature of organizational climate is to reveal the staff's understanding of their workplace and their interpretation of organization. Better understanding can be fundamentally effective in improving production level, motivation and level of the staff's job satisfaction. Organizational climate severely depends on how to build up the staff in terms of managerial hierarchy. So that

higher rank managers cannot establish a strong organizational climate in the organization but this is the lower rank staff that can alter organizational climate and weaken or strengthen it.

Various definitions are represented to define organizational climate like definitions of other management areas. Some people equal organizational climate with environment (Farmahini, 1999). An organizational climate implies a collection of components and factors which are out of domain of the organization but it effects on the activities of the organization (Killinger, 1991). Alagheband (2005) knows organizational climate as all the external and internal factors and conditions of an organization surrounding it and lie on it.

Litwin and Stringer (1974) defined organizational climate as a series of measurable features in workplace which are understood directly or indirectly by the staff. It also effects on their motivation and behaviors (Litwin and Stringer, 1974).

**Types of organizational climate:** In the 60's, Halpin and Kraft administered a survey about organizational climate and identified six types of organizational climate:

**Open climate:** In this climate, teachers (staff) have high spirits. They work with each other without any aggression and conflict. Management policies facilitate doing duties and affairs and people do not disturb each other. Also, teachers enjoy their friendly relation.

**Autonomous climate:** In this climate, teachers have a relatively complete freedom. So that, they can find inter group ways to fulfill their needs. Teachers (staff) do their works and achieve their goals easily and fast.

**Controlled climate:** Controlled climate is recognized more with the pressure it makes to achieve the objectives of the organization at the expense of satisfying social needs. All research very hard and have a little time for friendship with others. This climate emphasizes more on the doing the duty.

**Friendly climate:** In this climate, manager believes that they are all members of a family. He avoids doing some researches that may hurt the member's emotions.

**Paternal climate:** Teachers do not research well with each other; consequently, there is lack of coordination among them. Teachers do not have a friendly relation and their spirit is considerably low. Wherever the manger is he supervises and controls teachers.

**Close climate:** In this climate, teachers do not involve themselves in the organization issues. Teacher's (staff) job satisfaction is low. Teachers try to communicate with each other and satisfy their personal relations. Most of the teachers are interested to abandon their jobs (Mirkamali, 2001). In the competitive world of today that organizations are constantly seeking for new methods to maximize their staff's performance and attempt, the need for appropriate organizational climate and employee's motivation is more than before. Certainly, an innovative organization will not be obtained without creative staff and a workplace that supports creativity (Paramitha and Indarti, 2014).

**Job performance:** Performance is a series of behaviors that people show about their jobs (Griffin, 2004). A person's performance in an organization depends on his personality type, his role and the organization success and position. Performance is a predicted factor or dependent measure in the framework that we will represent. This framework acts as a measure to judge about people, groups and organization's effectiveness. Job performance is people's product and efficiency in relation with the action they do. In the other word, performance is same as the real research that people do based on their duty description. In fact, job performance is accomplishing the duties that are assigned to manpower by the organization. Kasiko, Vaisosavaran and Watts know job performance as some acts or behaviors that staff will be involved in the organizational purposes because of it and help the organizational purposes. Rojelberg has defined performance as activities that are usually a part of the person's job and they must be assigned to people. Living in knowledge-based societies makes new challenges for manpower and also organizations. To preserve and compete, continuous development and learning are essential. Meanwhile, managers and supervisors as important elements of the organization, need managerial skills training very much. Managers must have a clear view about their needed skills in order to be effective. In addition, they must be aware of essential skills and abilities for the managers in the same rank as them and managers from other ranks. If such awareness does not exist, they will not be able to work effectively, receive feedback and prepare other activities related to research changes and training and job activities growth.

The level of success to achieve the organizational goals is directly related to how manpower work in the organization. In organizations, according to various needs and manager's views the expected purposes of evaluating performance might be prioritized differently that can be divided into three groups:

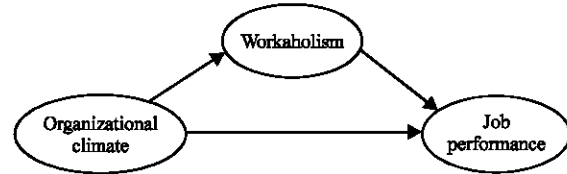


Fig. 1: Conceptual model

- Strategic purposes: include strategic management and reforming strategies
- Communicative purposes: include the current condition control, the future path representation and modeling all other organizations
- Motivational purposes: include a reward system development as well as the improvement and learning encouragement

The used applications in order to evaluate performance in organizations include: human resource planning, finding staff, employment tests determination, training needs recognition and attempt to fulfill them, determination of a factor to pay financial rewards, recognition of the staff innate talents and decision about encouragement, promotion, transfer and degradation of the staff (Dessler).

Mouri Insort and Newell Smith know performance as subordinate of role clarity, competence, environment, values, preferences fitness and rewards. In their equation, performance factors of Mayer equation are mentioned as competence and preference appropriateness. Surveys have always showed that beside knowledge, skills and talents, personality is another characteristic that is a valid predictor of the job performance, especially contextual performance and person-organization communication (Kierstead, 1998). Performance is evaluated in three domains of knowledge, skill and ability:

**Knowledge:** It is using learned experience and education in order to do the assigned research, to organize information, to realize information about rules, regulations and processes, to believe in documentation, to know what to do.

**Skill:** Includes useful and practical experience, art of combining knowledge and demanded research, collecting, analyzing and purifying data, working with new systems, solving partial problems, documenting skill.

**Ability:** It is using learned knowledge and skills to carry out the tasks do entrusted research to the best possible, do tasks in complex situations (Ghanbari) (Fig. 1).

### Hypotheses:

- There is significant relation between organizational climate and workaholism
- There is significant relation between workaholism and job performance
- There is significant relation between organizational climate and job performance

## MATERIALS AND METHODS

Required data for the present survey is collected from a questionnaire that its validity was tested before. Researcher has used questionnaires with Likert-form questions to collect data. This data has been analyzed by LISREL software. Population of the current study includes 250 staff of Khorasan Razavi branches of welfare bank. Simple random sampling was used and by applying Cochran formula, the size of sample is 151 staff.

In this survey, structural relation model is used to analyze the data. To determine validity and reliability, Content validity and Cronbach's alpha coefficient are used. Its value for organizational climate questionnaire of Halpin and Kraft equals to 0.85, for job performance questionnaire is 0.89 and for workaholism questionnaire is 0.93. In the preset study, after drawing the analytical model based on data using the program Path diagram, measuring model is attained by running Perlis program from LISREL software. In this model, the hypotheses were examined by using B coefficients and t test. Furthermore, model fit indexes are automatically calculated for the model by running the Perlis program.

## RESULTS AND DISCUSSION

**Analysis:** Table 1, indexes of adaption or goodness of fit are in a relatively good level.

**Structural model testing:** In this research, to test measuring model and to analyze the path for actualizing the structural model of research, Confirmatory factor analysis was used. Two following charts show total output models of LISREL Software. They also, include structural model and measuring model that we will separate them in details and evaluate them (Fig. 2 and 3).

### Findings and result analysis:

- $H_1$ : There is significant relation between organizational climate and workaholism

According to the results in Table 2, the effect of independent variable on dependent variable is supported

Table 1: Fit indexes of the research sample

Fit index	Standard values	Estimated values
df	-	460.000
$\chi^2$	Not suitable due to dependence on the sample	1160.56
RMSEA	0.05	0.08700
NFI	0.90	0.91000
NNFI	0.90	0.92000
CFI	0.90	0.94000
RMR	0.05	0.05700
GFI	0.90	0.92000
AGFI	0.90	0.71000

Table 2: Test results of the  $H_1$

Hypotheses	Coefficient	t-statistics	Result
There is significant relation between organizational climate and workaholism	0.96	7.04	Accept

Table 3: Testing results of  $H_2$

Hypotheses	Coefficient	t-statistics	Result
There is significant relation between workaholism and job performance	0.11	1.07	Reject

Table 4: Test results of  $H_3$

Hypotheses	Coefficient	t-statistics	Result
There is significant relation between workaholism and job performance	0.74	5.01	Accept

by the data. Besides, the path that connects these two variable is positive and significant (at the error level of 5% is significant) ( $t = 7.04$ ,  $\beta_{22} = 0.96$ ). As a result with 95% confidence, it can be said that: There is significant relation between organizational climate and workaholism:

- $H_2$ : There is significant relation between workaholism and job performance

According to the results in Table 3, the effect of independent variable on dependent variable isn't supported with the data. Besides, the path that connects these two variable isn't positive and significant (at the error level of 5% is significant) ( $t = 1.07$ ,  $\beta_{22} = 0.11$ ). As a result with 95% confidence, it can be said that: there isn't significant relation between workaholism and job performance:

- $H_3$ : There is significant relation between organizational climate and job performance

According to the results in Table 4 the effect of independent variable on dependent variable is supported with the data. Besides, the path that connects these two variable is positive and significant (at the error level of 5% is significant) ( $t = 5.01$ ,  $\beta_{22} = 0.74$ ). As a result with 95% confidence, it can be said that: there is significant relation between organizational climate and job performance.

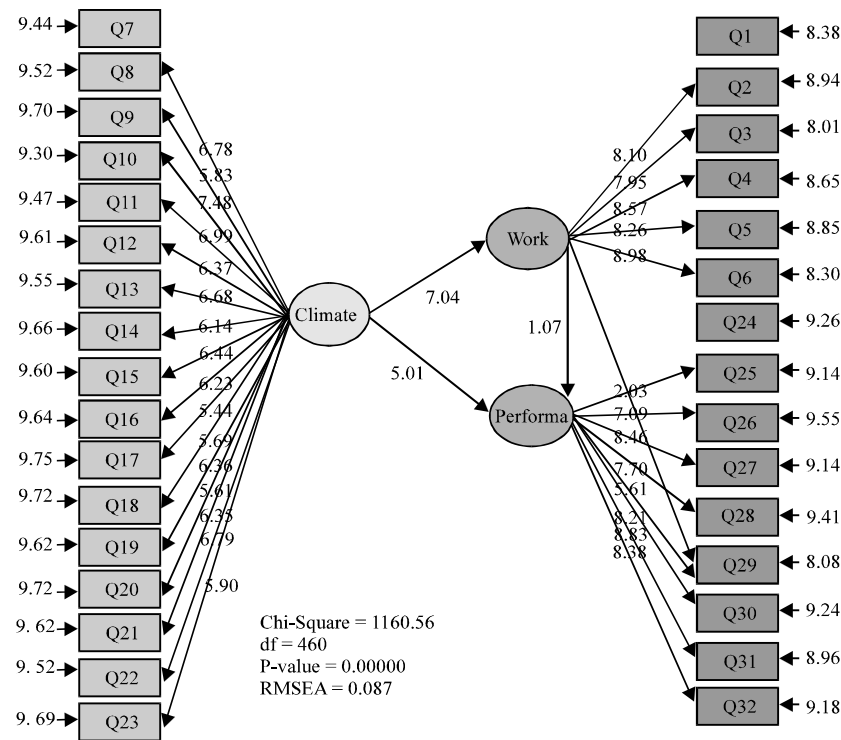


Fig. 2: Basic model with t-values

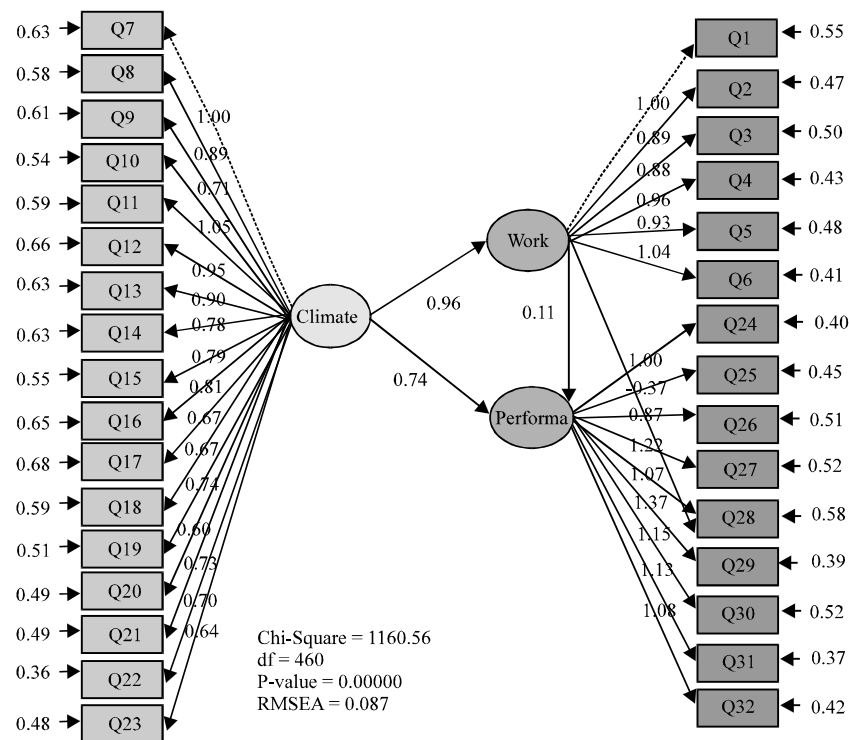


Fig. 3: Basic model with path coefficients

## CONCLUSION

The result of the first hypothesis showed that coefficient of path between organizational climate and workaholism equals to 0.96 and t-value is  $7.04 > 1.96$ . According to t-test with the critical value of 0.05 at 95%, the zero hypothesis can be rejected. As a result, the first hypothesis of the researcher is confirmed and with 95% confidence, it can be said that: there is significant relation between organizational climate and workaholism.

The result of the second hypothesis showed that coefficient of path between workaholism and job performance equals to 0.11 and t value is  $1.07 < 1.96$ . According to t test with the critical value of 0.05 at 95%, the zero hypothesis cannot be rejected. As a result, the first hypothesis of the researcher is confirmed and with confidence of 95% it can be said that: there isn't significant relation between workaholism and job performance.

The result of the third hypothesis showed that coefficient of path between organizational climate and job performance equals to 0.74 and t value is  $5.01 > 1.96$ . According to t test with the critical value of 0.05 at 95%, the zero hypothesis can be rejected. As a result, the first hypothesis of the researcher is confirmed and with confidence of 95% it can be said that: there is significant relation between organizational climate and job performance

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