The effect of organizational climate on the effectiveness of Arak Maskan bank staff

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Abstract

Organizational climate topics such as structure and process, organizational, interpersonal, management compensation, employee behavior, expected performance and opportunities for growth in the aim of this study was to evaluate the impact of organizational effectiveness staff maskan bank city of Arak. This study was a descriptive, applied, and causal-research study. The study population included Arak Maskan bank staff. After validation and reliability verification was used for data collection. In this study, structural equations were used to investigate the relationships between model components. LISREL software was used to analyze the hypotheses. According to the data analysis, the results indicated that organizational process, altruistic behavior, work-reward system orientation, and interpersonal relationships influence the effectiveness of employees. And also the organizational climate affects the effectiveness of employees.

Keywords: organizational climate, employee effectiveness, interpersonal relationships, work-reward system orientation

Introduction

Research on the organizational climate and efforts to develop an acceptable definition have been under way for at least 40 years, but there has not been a single definition that is universally accepted. In other words, the definitions presented are incompatible with the concept of organizational climate. Organizational climate is a broad term that refers to employees' perceptions of the organization's general work environment and is influenced by formal, informal, individual personality and organizational leadership. More precisely, the organizational climate is the relatively stable quality of the environment in which employees experience and influence their behavior and is based on the collective perception of behavior in the organization.

According to Johns et al. (1977) and Schneider (1990), the organizational climate is the common practices, shared practices, and value system that exist in the current organization. For individuals within the organization, the organizational climate a set of characteristics and expectations that describes the overall pattern of organizational activities (Rafiee and Rafiee, 2013, 55). Organizational climate includes topics such as

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organizational structure and process, interpersonal relationships, compensation cost management, employee behavior, expected performance and opportunities for growth. The factors mentioned above form the organizational climate. Denison (1996) believes that the organizational climate is the way in which members of the organization understand their work environment and their attitudes in a value-based way. In short, the organizational climate can be defined as the "personality" of an organization that distinguishes one organization from another (Bamel et al., 2013, 201). In recent years, the issue of organizational climate has attracted the attention of many researchers due to its multidimensional is and important relationship with organizational behavior research. However, the beginning of the organizational climate problem goes back a long time. And this has been covered by many aspects of the scientific research paper, but some aspects of it remain undiscovered. For example, there is a lack of studies on the relationship between organizational climate and employee effectiveness in specific social and cultural settings. Therefore, in light of the aforementioned findings, this study seeks to answer the question whether the organizational climate has an impact on the efficiency of Arak Maskan bank staff?

Theoretical framework and conceptual model of research

The theoretical framework is the basis of the research on which the entire research project and project is based and is a complete and extended network of variables identified using the source and review of the research background. The theoretical framework of this research is taken from the research of Bamel et al. (2013). As Flanagan and Aspergon (1996) have argued, effectiveness is a very complex concept and usually seeks to ignore cultural and contextual differences within and between organizations, or to express them as intra- and inter-organizational differences. In addition to the competency approach to employee effectiveness, scientists such as McKenna (1999), Page (1996) and Rigel (2001) have emphasized that employee effectiveness depends on structural and contextual variables of work. Organizational climate helps members of the organization to gain an understanding of the purpose and meaning of their organization or their work (Banks, 2013). Creating a positive and open organizational climate in schools can have benefits such as increasing students 'academic achievement, school effectiveness, increasing teachers' trust, staff job satisfaction, and participation in decision making (Dipala, 2001).

Page et al (2003) support the idea that organizational systems and structures significantly influence the behavior and effectiveness of their members. The organizational process provides a set of guiding principles and standardization of work that determine the optimal behavior of employees. Therefore, it can be concluded that there is a significant body of theories regarding the impact of organizational structure, systems and processes on

employee behavior and effectiveness. The above studies provide evidence that organizational structure and processes play a key role in activating or preventing effective behavior.

In light of this argument, it may be suggested that the organizational process involving structure and system is significantly related to issues of organizational effectiveness (Bamel et al., 2013, 199).

Friendly behavior, role clarity, communication and staff effectiveness

Adaptation of open behaviors and communication by employees in the workplace not only exchanges ideas and information, but also promotes interpersonal trust, support, motivation and inspiration for collective work. This assumption requires the effective involvement and communication of managers through reports and colleagues.

In the existing literature, research has considered an important role for communication in staff performance. Open organizational communication and employee supportive behavior increase the quality and agility of strategic decisions, which in turn accelerates the quality and quantity of employee output. In this regard, Fujana (2002) stated that poor communication, or lack of two-way communication between managers and subordinates, impedes staff to equip them with the knowledge and skills they need to deliver quality services. Bao (2009) has also identified effective communication as a prerequisite for employee effectiveness.

Work-reward system orientation and employee effectiveness

Organizers use a variety of strategies to motivate employees and increase organizational commitment. According to Maxim's famous definition of an "extra mile" motivated employee for organizational success, identifying people based on their performance and rewarding employees motivates them to perform their tasks effectively. "When employees Understanding that their achievements and efforts will be acknowledged and appreciated will work better, as Lawler (1981) showed that the amount of reward and ability of the organization to allocate them are critical factors in determining employee motivation.

Supervisor-subordinate-peer communication and employee effectiveness

When people work together, they have their own desires, preferences, preferences, and tastes. By developing positive interpersonal relationships, the problem of individual diversity can be overcome. Due to the complex and multidimensional nature of employee tasks, relationships in the workplace, especially with the subordinate-peer-to-peer, play an important role in enabling the individual to achieve the desired results. People around

the manager not only help him with the workload of the organization, but also the role of advisor (Ripin, 1996). Avery (2004) emphasized how a leader can influence the performance of his followers in the organization by creating a work environment that enables employees to work effectively and help them be committed to the goals of the organization. In addition, McKenna (1999) and Kykol & Posij (2001) have shown that it is essential for a healthy interpersonal manager within the organization to be effective in the workplace. As such, interpersonal relationships are the foundation of trust and interest among colleagues and at the same time conflict between them. For the continued existence of organizations in India, healthy interpersonal relationships are crucial, with a high degree of diversity of workforce with diverse caste structure, religion and culture. This discussion recognizes the importance of interpersonal relationships in organizations (Bamel et al., 2013).

Organizational climate

An organizational climate that is one of the constituent elements of an organization's culture also plays an important role in creating that culture. The organizational climate is a topic that has been studied for decades. During this time there have been many definitions, the essence of which has two elements:

1. The cognitive system is the mental element (which represents the value systems of the organization).
2. The collective perception (emotional element) that comes from the organization's policies, practices and practices.

As such, the organizational climate is a view of the apparent characteristics of culture that derive from employees' perceptions and attitudes. In fact, the atmosphere is a visible part of the organization's invisible part, like an iceberg floating in the water. Although scholars disagree about the definition of organizational climate, most of them have expressed the same views about its characteristics and listed the following characteristics for the organizational climate:

• Employees' collective perceptions of specific organizational characteristics such as authority, trust, cohesion, support, appreciation, innovation, and justice.
• Outcome of the interaction of members of an organization
• The basis for interpreting the terms
• Identifying norms, values, and attitudes about organizational culture

An influential source of behavior (Gardner, 2005, 245).

Accordingly, the organizational climate is a set of characteristics that describes an organization and distinguishes it from other organizations; it emerges almost

over time and affects the behavior of individuals in the organization (Ghorbanifard et al., 2014, 120).

Factors affecting organizational climate

Jones and James (1979), in review of previous studies, have identified 35 concepts related to organizational climate that are related to job, role characteristics, leader characteristics, workgroup and organizational systems. For them, the organizational climate is influenced by the following dimensions:

• Conflict and ambiguity
• Challenges, importance and job diversity
• Facilitate and support the leader
• Cooperation, friendship and intimacy between members
• Professional and organizational spirit
• Occupational standards

Reich and Baker (1987) in an academic study expressed the dimensions of organizational climate and emphasized the importance of the role of leader as the most important factor. Stringer (2002) is another researcher who has introduced six variables to the organizational climate: transparency in organization, accountability, rewards, standards, compliance, and team spirit (Ayers, 2005, 134).

Gullman and his colleagues (at the Hygrop Research Institute) studied a sample of 3871 managers and stated that the organizational climate that managers create in their units depends on six factors:

• Flexibility: The amount of staff freedom to innovate and the degree of restraint and avoidance of rules and regulations.
• Accountability: The extent to which employees perceive organizational responsibility. Standards: Employees' tendency to high performance standards and the degree of enduring pressures to improve performance.
• Reward: The fairness and fairness of rewards based on the quality of the work and the amount of effort and encouragement the staff has to work hard. Clarity and Transparency: Clarity and mission of the organization for employees.
• Commitment: Employee orientation to accept greater responsibility and achieve shared organizational goals.

The results of a study (Babaei Zakliki & Abolalaie, 2003) on a hundred top companies by interviewing thousands of employees show that the factors that create a transcendent organizational climate are related to the five variables of credit, respect, justice, honor and intimacy. The first three variables represent the concept of trust. In fact, strong employee confidence in organization and management is seen as a key element of a transcendent work environment. In his view, it is a great work environment where employees

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trust the management of the organization, take pride in what they do and enjoy the relationships they have with their colleagues. In fact, employees' perceptions of the workplace can be addressed in three ways. These same dimensions form the basis of the distinction between a normal and a good work environment, and a transcendent or ideal work environment.

- Feel the person managing the organization: Employees trust their bosses and managers.
- Feel the person at work: Employees are proud of their work.
- Feel the person at work: Employees enjoy working with their colleagues and find it enjoyable.

Effectiveness

The increase in effectiveness should be attributed to a combination of various factors, which are described below (Ibrahiminejad and Mohieddini, 2009, 13). If we consider a goal that most scholars and organizational scholars agree on and is a prerequisite for the success of the organization, then our viewpoint becomes clear, this goal is survival. If the organization is engaged in activities, it is because it is expected to continue its life, but the use of the term survival as a criterion also implies the death of an organization. In addition, it is naïve to assume that organizations that are not effective while assuming that there are organizations that are effective but are not deliberately seeking to survive. For some organizations, such as some government agencies and large business corporations, in practice, utter annihilation and destruction do not occur. It seems like the life of this

Organizations are separate from evaluating whether the organization works good or bad. Our view must now be clear that even the goal of survival, which almost everyone agrees on the importance of, May in some circumstances be discredited as a criterion of effectiveness (Salagejah and Ashrafzadeh, 2014, 95).

Research Background

Osama F.Al-Kurdi & Elth (2020), in a research entitled "The role of organisational climate in managing knowledge sharing among academics in higher education" Therefore, this study assesses the role of organizational climate operationalized by organizational leadership and trust in academics' KS in HEIs. Partial Least Square (PLS) method where variance-based Structural Equation Modelling (SEM) was applied in this study. Results from 257 surveyed academics indicate that organizational climate has an exceptionally strong influence on academics' KS practices. Additionally, organizational leadership and trust had a positive relationship with academics' KS behaviour. These findings indicate that it is necessary to consider organizational elements and their interactions when understanding and fostering academics' knowledge sharing behaviour in HEIs context.

May YoungLo, Mohd AwangIdris, Christian Dormann, Haslina Muhamad(2019), In a research entitled "Organisational climate and employee health outcomes: A systematic review" , They concluded that Organisational climate, particularly safety climate, has been documented as a crucial element in promoting occupational health and safety. However, most previous studies have focused more on safety issues (e.g., injuries and accidents) rather than health outcomes (e.g., illnesses, stress, etc). A comprehensive review is also lacking in relation to understanding the organisational climate–health relationship between different levels of analysis, different data sources and different analytical procedures. We conducted a systematic review to investigate previous scholarly contributions to organisational climate and health. The reviewed articles were obtained from three databases: ISI Web of Knowledge, PsycINFO and EBSCOHost Academic Premier Search. After reading the abstracts and full texts, we included 56 articles in our review. We found that the influence of organisational climate on employee health has been supported in prior research. However, hypotheses at the individual level are more frequently supported than those at the organisational level. Even though most studies analysed self-reported data and, thus, possibly suffered from common method bias, half of the studies were explicitly or implicitly trying to reduce the bias. Studies with and without remedies for reducing common method bias yielded similar results, suggesting that common method bias has little impact on organisational climate research. Overall, almost no differences were found among the different organisational climate constructs. The current review includes several recommendations for future research.

Kavitha Haldorai, Woo Gon Kim, Howook (Sean) Chang, Jun (Justin) Li(2019), Workplace spirituality as a mediator between ethical climate and workplace deviant behavior, They concluded that Data was collected from 641 Indian employees employed at economy to luxury hotels. Workplace spirituality mediated organizational justice-organizational citizenship behavior link and ethical climate-workplace deviant behavior link. The implications can help hospitality professionals in creating an ethical work environment that embraces justice and spirituality for the well-being of employees, the organization, and the community at large. Hospitality managers can cultivate workplace spirituality by adopting a humanistic work environment. Hotel employers can give their employees the freedom to bring their physical, emotional, intellectual, and spiritual attributes to the workplace so that employees can realize the meaning and purpose of their work and their full potential as a person. The results can also aid hospitality professionals in formulating new policies by embracing spiritually sensitive services. The limitations and directions for future research are outlined.

Salajegah and Ashrafzadeh (2014) investigated the relationship between social capital and organizational effectiveness in Shafa hospital of Kerman. The statistical population is 669 individuals and 216 of the staff of Shafa

Kerman Hospital were selected and the required information was collected through two questionnaires. Data were analyzed using Kendall and Spearman tests. The results showed that social capital is related to social, cultural, political and economic dimensions with organizational effectiveness. Mohammadi et al. (2013) investigated the reasons for the ineffectiveness of rewards in nursing staff. The purpose of this study was to determine the reasons for the ineffectiveness of rewards in nursing staff from the perspective of themselves and their nurses. This study is a case study in one of teaching hospitals of Zanjan in 2011. Nurses and 33 nurses working in 5 inpatient wards participated.

In a study, Nazari et al. (2012) investigated the effects of communication skills and interpersonal communication on organizational effectiveness of Iranian sport managers and modeling. M

Hamadkazemi et al. (2012) have investigated the impact of identifying the impact of organizational climate on innovation (Case study: Bank Mellat). The purpose of this study is to identify the impact of organizational climate on innovation.

Yeun Lin and Liu (2012) examined the relationship between innovative organizational climate and perceived organizational innovation by examining the moderating effect of job motivation. By studying 398 employees in various companies in Taiwan, they found that support, encouragement, teamwork, adequate resources, and challenging work influenced perceived organizational innovation.

In a study, Aurora et al. (2012) examined the relationship between organizational climate and employee commitment to organizational goals. The study also shows that the organizational climate can play a role along with factors such as leadership style, staff and supervisor communication, role involvement, and decision making that influence individuals' commitment to the organization's goals.

Suliman & Obaidli (2011) study the role of organizational climate and turnover in Islamic banking in UAE. They have surveyed 70 bank employees to find that the right organizational climate will lead to a high turnover in the Islamic banking system, stemming from the institutionalization of bank goals in their corporate culture.

Research Methodology

The purpose of this research is applied research type. This research is subject to causal research in terms of nature and methodology as the researcher attempts to investigate the impact of organizational climate on the effectiveness of Arak Maskan bank staff. Structural equation technique is used in this path which is a suitable method for investigating causal relationships between variables. In this study, a field method with questionnaire distribution was used to collect data to analyze research hypotheses.

Research assumptions

Main hypothesis of the research: Organizational climate affects the effectiveness of employees.

First sub-hypothesis: Organizational process affects employee effectiveness.
Second sub-hypothesis: Altruistic behavior affects staff effectiveness.
Third sub-hypothesis: Work-reward system orientation affects employee effectiveness.
Fourth sub-hypothesis: Interpersonal relationships affect employee effectiveness.

Reliability

In this study, 30 questionnaires were used to measure and measure reliability in the early stages of research. Then, SPSS software was used for validation. Since the calculated reliability coefficient for questions of each variable is greater than 0.7, so the research questionnaire is valid.Table 1: Reliability of the questionnaire using Cronbach's alpha.

Cronbach's alpha	Number of questions	Variables
0.811	Questions 1-4	Organizational Process
0.892	Questions 5 - 9	Friendly behavior
0.902	Questions 10-14	Work-reward system orientation
0.828	Questions 15-18	Interpersonal relationships
0.910	Questions 19 to 26	Staff effectiveness

Validity

In order to check the validity using the content validity method, the initial research questionnaire was designed and then it was reviewed by the relevant professors and experts.

Statistical population

The statistical population of this research is the staff of Arak Maskan bank. The required data were collected in this community.

Sample size determination and sampling method

In this research, considering the use of structural equation technique for data analysis. The following formula is used to determine the sample size: $5q \leq n \leq 15q$. Since the questionnaire has 26 questions, the minimum sample size should be between 130 and 390. In the present study, considering the use of Structural Equation Technique, the researcher attempted to verify the statistical sample size in the interval above. As a result, the researcher attempted to

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distribute the questionnaire by using available sampling method. There were 206 complete and usable questionnaires and the analysis of the fourth chapter was based on the same number of questionnaires.

Data analysis and testing of research hypotheses

As illustrated in the following diagrams, the variables of the organizational climate are related to the components (organizational process, friendliness behavior, work-reward system orientation, interpersonal relationships) as the independent variable and the employee effectiveness variable as the dependent variable. In the proposed model, one main hypothesis and four sub-hypotheses are proposed. In the LISREL output diagrams, the variables are presented with acronyms, based on organizational climate (OC), organizational process (OP), altruistic behavior (AB), work-reward system (RR) orientation, interpersonal

relationships (IR) and employee effectiveness (EF) are discussed.

Testing Research Subject Hypotheses

The variables of this model fall into two categories: hidden and explicit. The observed (rectangular) or observed variables are directly measured by the researcher, whereas the hidden (oval) or unobserved variables are not measured directly, but are inferred from the relationships or correlations between the measured variables. Hidden variables represent a series of theoretical constructs, such as abstract concepts that are not directly observable and constructed and observed through other observed variables. Hidden variables are in turn divided into two types of endogenous or recipient flow and exogenous or flow variables.
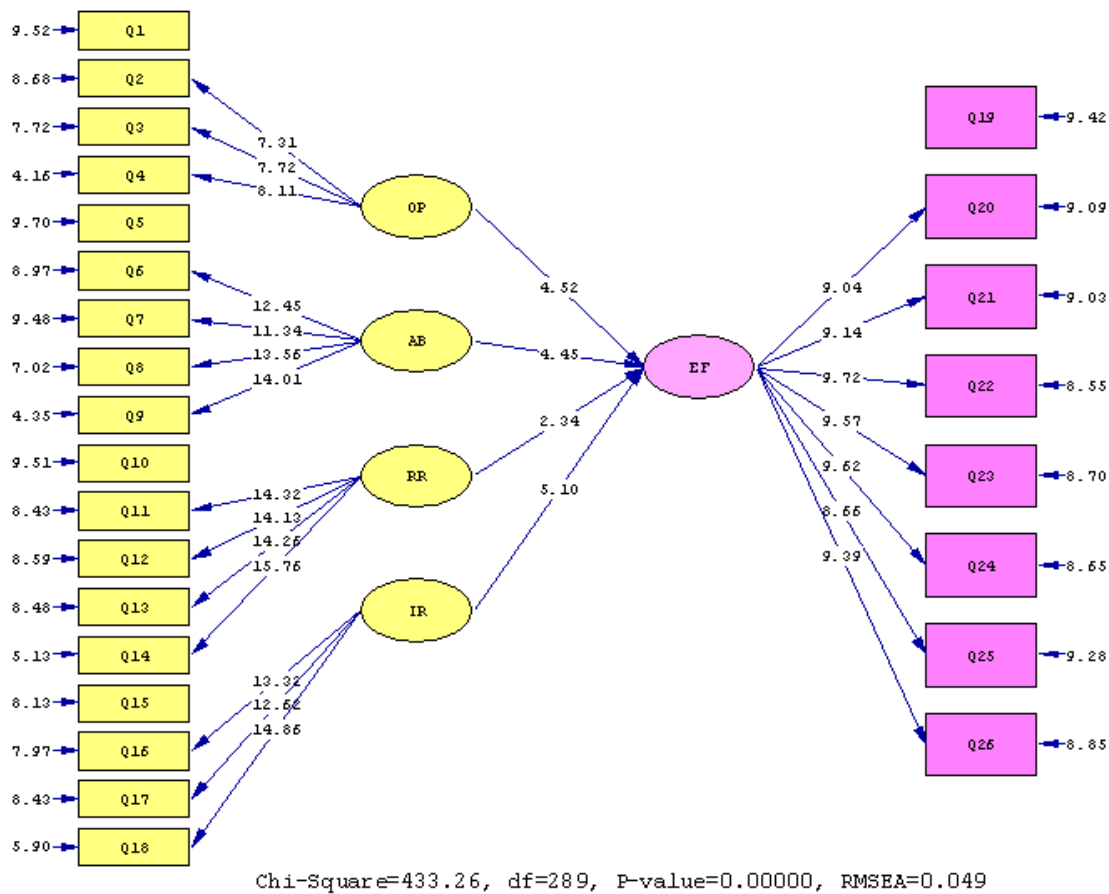

Chi-Square=433.26, df=289, P-value=0.00000, RMSEA=0.049

Figure1: t-statistic for model coefficients

Any variable in the structural equation modeling system can be considered as both an endogenous and an exogenous variable. The endogenous variable is a variable that is influenced by other variables in the model. In contrast, the exogenous variable is a variable that does not receive any effect from other variables in the model but rather affects itself. Figure 1 shows the coefficients t for the structural

model and the measurement for the sub-hypotheses. Also presented in Figure 2 are standard coefficients for each of the research variables. These times indicate the correlation between each observer variable (questions) and its related factors. According to the proposed model since the organizational climate variable is composed of components (organizational process, altruistic behavior, reward-reward

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system orientation, interpersonal relationships), therefore, the relations are proposed in the form of four sub-hypotheses.

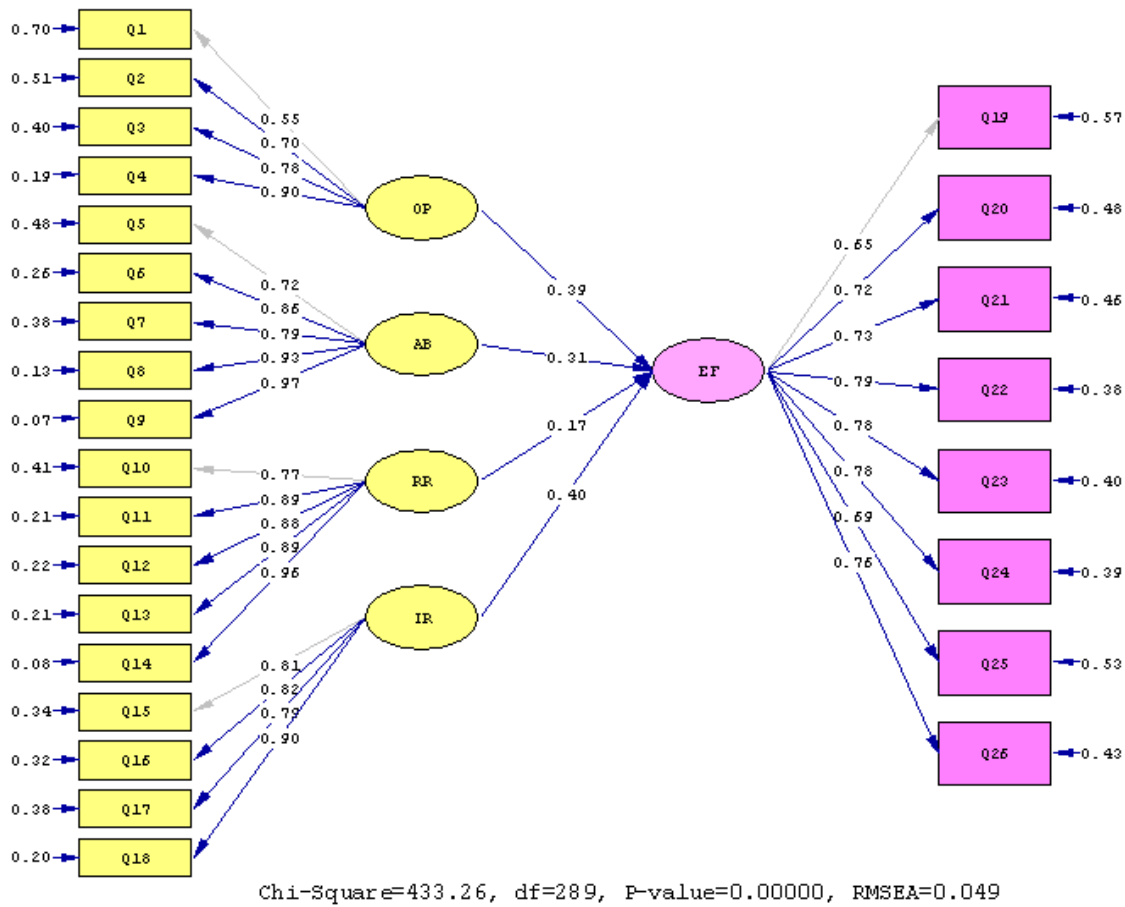Chi-Square=433.26, df=289, P-value=0.00000, RMSEA=0.049

Figure 2: Standard coefficients of structural modeling and measurement

Given that the t-statistic is equal to (10/5). Therefore, it can be concluded that this hypothesis is meaningful. It is therefore clear that interpersonal relationships have a significant impact on employee effectiveness. On the other hand, the suggested path between two variables of interpersonal relationships and employee effectiveness, considering that between an independent variable and a dependent variable, is gamma type (0.40) and is positive and significant. Based on the results of this hypothesis, it is clear that interpersonal relationships have a positive effect on the effectiveness of Arak Bank Bank staff and this hypothesis is accepted. Based on the results of this hypothesis, it is found that the organizational climate has a positive and significant effect on the effectiveness of Arak Bank Bank staff and this hypothesis is accepted. The result of this hypothesis is in line with the result of Bamel et al.'s (2013) research. Research shows that the policies, plans, organization, financial status, or value of the company do not make any organization a work environment, but what makes the organization an ideal work environment, giving employees a sense of work. Is. Work environment

conditions to create and grow employees' feelings are summarized in three factors: management, jobs, and colleagues, in other words, the organizational climate is like the air in a room, we cannot see or touch the organizational climate, but it surrounds us It does and affects everything that happens, and it also affects what goes on in the organization. So each organization has its own culture, traditions, and practices that form the organization's atmosphere. The atmosphere of some organizations is dynamic and some are easy to handle, some quite humane and others hard and cold. In an open and desirable environment, employees have significant job satisfaction and are motivated to overcome problems. They have the driving force needed to arrange tasks and maintain the mobility of the organization. In addition, employees are proud to work with their organization and to work well together and to do the work of the organization thoroughly, which will improve the effectiveness of the staff and the organization. Measurable attributes of the work environment that are directly or indirectly perceived by those who work in the work environment, affect their motivation and behavior,

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and act as an effective and influential resource for shaping behavior.

The results of the assumptions

First sub-hypothesis: The organizational process has an impact on employee effectiveness.

According to the results of this hypothesis, it is clear that the organizational process has a positive and significant impact on the effectiveness of Arak Maskan Bank employees and this hypothesis is accepted. The result of this hypothesis is in line with the result of Bamel et al.'s (2013) research. Concerning this hypothesis, it can be concluded that efficiency and effectiveness as the output of human and organizational systems are realized when business and behavioral processes are modified and processes can be easily managed so that the organizational process is such that employees Being aware of all the issues and problems and overall events that are happening in the organization can help the organization better and improve their efficiency and effectiveness.

Second sub-hypothesis: Altruistic behavior affects staff effectiveness.

According to the results of this hypothesis, it is clear that the kind of friendly behavior has a positive and significant effect on the effectiveness of Arak Bank Bank staff and this hypothesis is accepted. The result of this hypothesis is in line with the result of Bamel et al.'s (2013) research. Friendly behavior is related to helping other members of the organization deal with organizational problems and tasks, such as helping newcomers or low-skilled people, and referring to helpful and beneficial behaviors such as building intimacy, empathy, and compassion among colleagues. So when this sense of connection between employees is created, they help each other, and when confronted with a problem to improve effectiveness, that is, altruism is part of the extracurricular behaviors that spontaneously arise from intrusive employees. Which, if well managed, can improve efficiency and effectiveness to become a bodybuilder.

Third sub-hypothesis: Work-reward system orientation influences employee effectiveness.

Based on the results of this hypothesis, it is found that the orientation of the reward-reward system has a positive and significant impact on the effectiveness of Arak Maskan Bank employees and this hypothesis is accepted. The result of this hypothesis is in line with the result of Bamel et al.'s (2013) research. In support of this hypothesis, it can be concluded that the reward-reward system in organizations is very important to be used repeatedly and permanently, that is, by periodically evaluating employee performance and considering rewards for honoring those who perform. Having the right tools will increase the motivation of employees to increase their performance, which will

ultimately improve the effectiveness and efficiency of organizational tasks.

Fourth sub-hypothesis: Interpersonal relationships affect employee effectiveness.

Based on the results of this hypothesis, it is clear that interpersonal relationships have a positive and significant effect on the effectiveness of Arak Bank Bank staff and this hypothesis is accepted. The result of this hypothesis is in line with the result of theoretical research et al (2012), Bamel et al (2013). As a social being, human beings need to interact and interact with their fellow human beings to meet the needs of their individual and social lives and achieve organizational goals. One of the basic assumptions of organizational behavior is to recognize the individual and communication characteristics of individuals in order to achieve greater productivity and achieve organizational goals.

Since certain behaviors are related to a given situation, successful managers achieve organizational goals in anticipating, guiding, controlling and changing the behavior of employees, and this process with regard to individual differences and the expansion of human communication in today's world and Cultural differences across societies require extensive research. Communication creates a sense of sociality in the human being, and in this connection one acquires new skills and new ways of thinking as organizations expand, thus recognizing the need for interpersonal communication among employees and explaining the relationships between them. It can lead to improved communication levels and ultimately effectiveness.

Practical suggestions

The following recommendations are made regarding the first sub-hypothesis:

- Employee awareness of issues and problems increases their effectiveness when they are informed by the bank's management and staff about the issues and problems.
- Appreciating and rewarding staff competencies enhances employee effectiveness, when the bank's management appreciates and performs well, encourages and motivates employees with a sense of performance that motivates them to work hard. Do more tasks that ultimately improve their effectiveness.
- Encouraging and supporting new employees increases employee effectiveness or allowing and encouraging a creative atmosphere among employees improves employee performance, that is, when management creates conditions for employees to be able to come up with new and creative ideas. Raise and operate.

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The following recommendations are given in support of the second sub-hypothesis:

- It is recommended that productive criticism is promoted and encouraged, in other words, to allow time for criticism of performance so that individuals can freely criticize the behaviors of their managers and colleagues without fear of future behavior. It is important to help each other develop appropriate behaviors and improve each other's effectiveness. Most individual traits (altruistic behaviors) are acquired, meaning they can be developed through teaching people.

The following recommendations are provided for the confirmation of the third sub-hypothesis:
- Work hard to be appreciated and rewarded by the hard work of the staff and the suffering they have suffered to achieve their goals and plans by providing material and non-material rewards, appreciation, and gratitude for improving Satisfaction and thus motivation to perform better.
- Performance appraisal is based on the results of the work performed by the employees, in a way they evaluate the performance of the individuals remotely and are encouraged to punish they based on their performance and also on the good and visible performance of the resources between Allocate them.

The following recommendations are provided in support of the fourth sub-hypothesis:

- To make the relationships between the staff very good and satisfactory, they must ensure that the staff are close to each other and that they are trusted, friendly and intimate with each other, such as teamwork and teamwork. Created for them.
- It is recommended to reduce conflicts among employees, such as not to create conditions for them to become conflicted and conflicted, such as to support interaction between employees and encourage them to work together and interact with others. To each other.
- Regarding the main hypothesis, it seems that bank managers with a slight improvement in the organizational climate are able to provide the necessary ground for applying new ideas, opinions and suggestions of employees and encouraging them to freely present and test their opinions and provide the bank with the organization. Become completely effective. This is best done by sharing adequate and appropriate information among employees, assigning responsibilities and powers to employees as well as new ideas for employees, and encouraging them to make decisions and resolve business issues.

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