

The Relationship between Quality of Working Life with Organizational Citizenship Behavior of Office of Education Staff in Rasht City

Mohammad Hadi Asgari¹; Mohammad Taleghani²; Samereh Abadikhah³

^{1,2}Department of Business Management & Accounting, Tonekabon branch, Islamic Azad University, Tonekabon, Mazandaran, Iran

³M.A Student of Educational Management, Tonekabon branch, Islamic Azad University, Tonekabon, Mazandaran, Iran

ABSTRACT

The present study investigated the relationship between quality of working life with organizational citizenship behavior of Office of Education staff in Rasht city. Research methods are descriptive correlative and 300 employees, which according to Morgan table were 170 individuals, were selected with random-classical sampling method as a statistical sample. Data and information collected through standardized questionnaires of 'Walton' and "Organ" using the Pearson correlation coefficient and stepwise regression testing was analysis. The results suggest that there is a significance relationship between quality of working life(Components of fair pay, safety and health workplace, law-oriented and socially dependent) with organizational citizenship behavior and among the components of quality of working life, fair pay is the greatest relationship with organizational citizenship behavior.

KEYWORDS: quality of working life, organizational citizenship behavior, Office of Education in Rasht city.

1- INTRODUCTION

In today's society, improving the working life has been one of the main goals of the organization and staff and their working environment. This relation is a sign of the degree of individual consistency with his/her job (Elyas& Saha, 2005). Since there is a direct relationship between the human resource management practices and quality of working life, so this life-giving to employees, through improving the quality of working life is key to success each organization. Quality of working life is as one of the approaches to improve performance and consider as the key elements of a culture of excellence, an approach that alignment both employees and organizations. Today, the quality of working life is a reflection of the importance that everyone offers it (Dulan & Shouler, 1999). Organizational citizenship behavior also is one important sociological dimension of organizations. Staff with altruistic behavior and fair courtesy, temperamental optimism and sense of duty will help to increase the quality in the organization.

2- Expression the problem

Quality of working life and organizational citizenship behavior, are important issues in organizational behavior. Organizations as a social system, in order to achieve their goals require effective coordination of their sub-systems that one of these sub-systems is manpower and it is the main priorities of the organization. Adequate attention to staffing causes to flourish many talents and can prevent from some problems of organization and management. Today there are many organizations that provide integrated services systems and benefits to employees that in addition to financial benefits are include non-financial. Currently, people spend a large part of their life gaining higher education and good jobs in life. They even have been delayed their own family life. These people may be valuable forces for their organization, but trying to deal with family problems and work, also, focus on career and work can reduce the performance of people at work. When employees are committed to their organization, to arrive with identification with it and they are loyal to it. Quality of working life in order to preserve and maintain and implement organizational citizenship behavior of employees is essential. Separation and determination of what characteristics affect the quality of working life is difficult. Sometimes the quality of working life encompasses many concepts, that one of these concepts is staff perceptions of working life and non-working life (Saraji¶ghi, 2006). Organ (1998), belief that organizational citizenship behavior is an Individual and voluntary behavior that are not designed only by formal reward systems in organizations, but cause to effectiveness and efficiency of the

organization (Zareei Matin and Ahmadi, 1388,p25). Organ is expressed five dimensions of organizational citizenship behavior as follows (Appelbaum, 2004, p19):

1- Duty 2 - altruism 3 - virtuous citizenship 4 - generosity 5 - respects and reverence

Considering the above matter, researcher in the departments of education in Rasht city, looking for answers to this question, whether there is a relationship between the quality of working life and organizational citizenship behavior of the staff of Education Departments in Rasht city?

3- Research Background

Several studies in the field of research has been done, here are some of this research.

Mardani and Heidari (2008), in a study entitled "Relationship between organizational justice and organizational citizenship behavior" concluded that organizational justice and its components are positive and significant relation with organizational citizenship behavior of and its components. Ahmadi (2009), in their research, as" identify the factors affecting the development of organizational citizenship behavior pattern for the National Iranian Oil Company "states that structural factors, leadership, personality, values and culture are among the factors that influence the development of organizational citizenship behavior.

Waitayangkook (2003) in a study as "Quality of work life of International prospects of the Thai" consider quality of working life as one of the applied techniques used in management training which is benefit in today complex environment of social, economic and political.

Barling (2003), in their research, as "Relationship between quality of working life and jobs arousal capacity" concluded that lacking quality of Working Life blow damage into the job and there is there is significant positive relationship between the quality of working life and increasing the skills, information and motivation.

Donalson (2000) in their research, as" Relationship between quality of work life and organizational commitment" concluded that there is significant relationship between the quality of working life to organizational commitment, absenteeism from work and the delay and two components of the partner's satisfaction and job security have the strongest impact on organizational commitment.

Kim (2006), in a survey on 1584 of state employees in 6 countries conclude that there are significant and direct relationship between organizational commitment and organizational citizenship behavior, but there are not found a direct relation between job satisfaction and organizational citizenship behavior.

4- Research hypotheses

The main hypothesis: There is a relationship between the quality of work life and organizational citizenship behavior of departments of education employee in Rasht city.

1.4. Specific hypotheses

- There is a relationship between fair and sufficient pay with staff organizational citizenship behavior.
- There is a relationship between workplace Safety and Health with staff organizational citizenship behavior.
- There is a relationship between provide growth opportunities and continued security with staff organizational citizenship behavior.
- There is a relationship between legislation in the organization with staff organizational citizenship behavior.
- There is a relationship between social dependence on working life with staff organizational citizenship behavior.
- There is a relationship between total living space with staff organizational citizenship behavior.
- There is a relationship between integration and social cohesion with staff organizational citizenship behavior.
- There is a relationship between developments of human capabilities with staff organizational citizenship behavior.

5. THE RESEARCH METHODOLOGY

The method of this research is a descriptive study and because this study examined the relationship between quality of work life and organizational citizenship behavior of departments of education employees in Rasht city, therefore, the correlation method is used. Statistical population includes all people who formally or contractually work in the Departments of education in Rasht city, and a number of 300 have been reported. Also according to the population size and on the table of Karjesi and Morgan, a number of 170 samples was determined and were selected by random sampling - a class of subjects. The study used questionnaires to collect required information.

6. Findings

In order to test the research hypotheses, first results of the correlation coefficient between different variables are shown in Table 1.

Table 1: Correlation coefficient matrix of organizational citizenship behavior variables and predictor variables

variable	1	2	3	4	5	6	7	8	9
Organizational citizenship behavior	** 0.194	** 0.173	-0.026	* 0.168	*0.170	-0.028	0.119	-0.048	* 0.169
Predictor variables									
1-fair pay	-	** 0.366	** 0.430	** 0.326	** 0.232	* -0.150	** 0.207	* 0.175	**0.354
2- Safety and Health Workplace	-	-	** 0.695	** 0.755	** 0.650	** 0.240	** 0.672	** 0.299	**0.768
3- Providing opportunities for growth and security	-	-	-	** 0.698	** 0.396	0.090	** 0.558	**0.388	**0.687
4- legislation in the organization	-	-	-	-	** 0.687	** 0.185	** 0.667	** 0.326	**0.750
5- Dependence on social	-	-	-	-	-	** 0.351	** 0.604	** 0.447	**0.652
6- Total living space	-	-	-	-	-	-	**0.235	** 0.188	**0.318
7- Integration and Social Cohesion							-	** 0.465	**0.730
8- Development of human capabilities							-	-	**0.538
9- Quality of working life							-	-	-

P ★ < 0.05 , P ★★ < 0.01

Using the data of above table, research hypotheses are examined:

- 1- There is a relationship between fair and sufficient pay with staff organizational citizenship behavior.
- 2- There is a relationship between workplace Safety and Health with staff organizational citizenship behavior.
- 3- There is not a relationship between provide growth opportunities and continued security with staff organizational citizenship behavior.
- 4- There is a relationship between legislation in the organization with staff organizational citizenship behavior.
- 5- There is a relationship between social dependence on working life with staff organizational citizenship behavior.
- 6- There is not a relationship between total living space with staff organizational citizenship behavior.
- 7- There is not a relationship between integration and social cohesion with staff organizational citizenship behavior.
- 8- There is not a relationship between developments of human capabilities with staff organizational citizenship behavior
- 9- There is a relationship between quality of working life with staff organizational citizenship behavior.

As was noted, there is a positive and significant correlation between fair pay, safe and health working environment, legislation, social dependence and quality of working life with organizational citizenship behavior but there is no correlation between other variables and organizational citizenship behavior.

To determine the best predictors of organizational citizenship behavior among the predictor variables, regression model with stepwise method was used.

It is noteworthy that in this stage, a fair pay was enter into the model. The results are presented in Table 2.

Table 2: Summary of stepwise regression analysis of the quality of working life and citizenship behavior

step	Predicted components	R	R2	Adjusted R	Standard error
1	Fair pay	0.194	0.037	0.032	0.322

The table above shows the model summary. The table data indicated that in Step 1, Fair pay score was entered into the models and this variable can explain about 4% of the variance.

(R2 = 0.037)

Results from an ANOVA model are shown in Table 3.

Table 3: Results of analysis of variance from regression model 1

Model	Changes resources	Sum of squares	Degrees of freedom	Mean square	F	P
1	Regression	0.680	1	0.680	6.542	0.011
	Error	17.450	168	0.104		
	Sum	18.130	0.169			P

The data of above table shows the results of variance model 1. In model 1, as can be seen, F obtained is at 0/05 significant level. ($f(1&168)=6/542, P=0.011$). So with 95/0 confidence, we conclude that there is a relationship between variable of fair pay and citizenship behavior and the predictor variable (fair pay) has the power to predict the criterion variable. Results to determine the coefficients of regression analysis and the ability to predict the significant predictor variables and the regression equation are presented in Table 4.

Table 4: Stepwise regression analysis coefficients

Model	Component	Non-Standardized coefficients		Standardized coefficients		
		slope coefficient	Standard error	Beta	t	p
1	Constant	3.397	0.102		33.385	0.000
	Fair pay	0.106	0.041	0.194	2.558	0.011

Given the above results and significant F in the table 3 Analysis of variance and t in the above table, Regression equation for model 1 can be written as follows:

$$Y=a+b_1x_1$$

Organizational citizenship behavior= constant+ slop (fair pay variable)

$$\text{Organizational citizenship} = 3/397 + 0.106(\text{fair pay})$$

Due to the slope rate, the amount of fair pay is more, much more for organizational citizenship behavior predicts.

According to the results in Table 4 is also clear that amount of standard B related to fair pay is 0/19. This shows that fair pay variable is direct effect on organizational citizenship behavior and for one unit increase in variable fair pay an amount of 0/194 will increase to citizenship behavior variable.

7- Conclusion

As was stated, the present study aimed to assess the quality of working life relationship with organizational citizenship behavior of Departments of education employees in Rasht city, considering quality of work life components based on the theory of "Walton and organizational citizenship behavior based on the theory of "organ" has been taken place. The results from the main hypothesis show that there is a significant relationship between the quality of working life with organizational citizenship behavior. Results of the hypothesis show that there is a significant relationship between fair pay, workplace safety and health, legislation and social dependence with organizational citizenship behavior and there is no relation between the overall living space, integration and social cohesion and development of human capabilities with organizational citizenship behavior. The results from the first sub-hypothesis show that there is a significant relationship between fair pay and organizational citizenship behavior. So due to the definition of fair pay which including equal pay for equal work and proportion of pay with employees criteria, it can be used to improve organizational citizenship behavior in organizations. Study results from Mir Kamali and Narenji Sani (2008) and Kanklin and Desle (2007) have also shown this issue.

The results from the second sub-hypothesis show that there is a significant relationship between health and safety workplace to organizational citizenship behavior. According to the definition of health and safety workplace which is to create safe working conditions, physically and also logical set of working hours and is considered as an effective factor on organizational citizenship behavior, as was clear in the review which has also shown in the research of Donalson (2000). The results of the third sub-hypothesis shows that there is not a relationship between provide growth opportunities and continued security with staff organizational citizenship behavior. Provide growth opportunities and safe means to improving individual abilities, development opportunities and opportunities to apply skills acquired and income security and employment. According to the definition and being reasonable of relationship between growth opportunities and security and organizational citizenship behavior, researcher is not achieved this relationship in his research. This result is not consistent with the results of Sharashoob Studies (2006). The results of the fourth sub-hypothesis show that there is a relationship between legislation in the organization with staff organizational citizenship behavior. Due to the definition of legislation which is to provide field of freedom of expression and without fear of a higher authority, certainly make the legislation in the organization, improve organizational citizenship behavior of employees in organizations. This result is consistent with the results of Sharashoob Studies (2006). The results of the fifth sub-hypothesis show that there is a relationship between social dependence on working life with staff organizational citizenship behavior. So, according to the definition of social dependence based on how Staff's perceptions about Corporate Social Responsibility, it can say that organizations who feel their social responsibility cause to job valuation

which is the basis for a sense of their employees self-esteem and this will improve organizational citizenship behavior. This result is fully consistent with the results of studies of Sharashoob (2006) and Kanklin and Desle (2007).

The results of the sixth sub-hypothesis show that there is not a relationship between total living space with staff organizational citizenship behavior. Given the overall definition of living space which is creating balance between working life of employees and other features related to the staff, including leisure, education and family life, suggests a rational relationship that the researcher has not achieved in its investigation. This result is not consistent with the results of Sharashoob Studies (2006).

The results of the seventh sub-hypothesis show that there is not a relationship between integration and social cohesion with staff organizational citizenship behavior. Due to the definition includes maintaining the value, to maintain people interest in the organization and encouraged to formation of social teams and groups, state logical relationship between integration and cohesion and organizational citizenship behavior which researcher do not found such a relationship. This result is not consistent with the results of Sharashoob Studies (1385) and Donalson(2000).

The results of the eight sub-hypothesis show that there is not a relationship between developments of human capabilities with staff organizational citizenship behavior. Due to the definition of developments of human capabilities which refer to opportunities such as the use of self-control and independence in work, benefited from various skills, access to appropriate information of job and planning for employees, state a logical relationship between the development of human capabilities and organizational citizenship behavior which researcher do not found such a relationship. This result is not consistent with the results of Sharashoob Studies (2006) and Donalson(2000).

REFERENCES

- Ahmadi, Feraidoon.(2009). "Identify the factors affecting the development of organizational citizenship behavior and provide a template for the National Iranian Oil Company", thesis in administrative management, Tehran University, Pardis Qum.
- Barling, Julian (2003) high-Quality work, job satisfication, and oeeu "pational injuties" journal of Applied psychology, vol 88, No 2, pp.173-177.
- Donalson, slewat (2000) "health behavior : quality of work life and organizational effectiveness in the lunbe industry "published by : sage publication, pp.122-130.
- Doolan Shimon Al & Shooler, S (2002). "Personnel management and human resources", translated by: Mohammad Ali Tousi and Mohammad Saebi, Tehran, Higher Education and Research Institute of Management and Planning.
- Kim, S. (2006) «Public Service motivation and organizational citizenship behavior in Korea», International journal of manpower, 27(8). 714-722.
- Mardani Hamoule, Marjan & Haede Haidari," Relationship between organizational justice and organizational civil behavior in hospital staff", Journal of Medical Ethics and Medical History, 2008, p50-47.
- Organ, D. W. (1998) Organizational citizenship behavior: the good soldier syndrome, Leaxington, MA: Lexington Books.
- Saraji, G nasl, paraghi, H. (2006) "study of quality of work life", Iranian Jpubl health, vol, 35, No. 4, pp.8-14.
- Waitayangkook, chalermopol (2003) "quality of work life: interactional perspective with thai aspect", university of horth texas: consultant, scri, manplaw office, Bangkook, Thailand, pp.8-14.
- Zarei,Matin, Ahmadi,Hasan.(2009). "Providing a comprehensive model of factors affecting the development of organizational citizenship behavior (case study: National Iranian Oil Company employees)", "Journal of Public Administration, 2nd edition, No.5, autumn and winter2010, pp56-39.