

Evaluation of Impact of Quality of Work Life on Employees' Organizational Citizenship Behavior (Case study: Pars-Abad branch of Islamic Azad University)

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ABSTRACT

The present research evaluates the impact of quality of work life on employees' organizational citizenship behavior (OCB). Statistical population of this study includes employees and academic board members of Pars-Abad and Sama branches of Islamic Azad University. In order to gather data for analysis, a questionnaire consisting of 16 questions was used. Five-choice spectrum of Likert was used as measurement scale from <<completely agree>> to <<completely disagree>>. Finally, Lisrel software and structural equations model were used to analyze data and test hypotheses. As results showed, all four hypotheses were verified.

KEYWORDS: quality of work life (QWL), adequate and fair payment, security and growth opportunity, Rule of law, overall living space and organizational citizenship behavior (OCB)

INTRODUCTION

As there is a positive and direct relationship between human resource management actions and work life quality, therefore reviving employees through improving work life quality (QWL) is the key for any organizational success. QWL is known as one of the performance improvement approaches and one of the important elements of excellence culture which converge employees with organization. Today, the amount of attention received by QWL is a sign of importance that everyone believes it has (Donalson and slewat, 2000). OCB is one of the important dimensions of organizations' cognitive society. Employees will help increase quality within organization when they behave in a friendly and fair manner, along with politeness, kindness, good nature and dutifulness. QWL is very essential in order to keep and implement employees OCB. Determination of factors affecting QWL is very difficult. Sometimes, QWL includes many concepts and one of these concepts is employees' perception of work and non-work life (Saraji, nasl & paraghi, 2006). The present research therefore tries to find an answer for this question that "whether QWL affects OCB of employees and academic board members of Pars-Abad Islamic Azad University or not?

Research theoretical background

Quality of work life (QWL)

This word (qwl) was first introduced by Pigou in 1920 in a book titled economy and welfare. He discusses government support for lower social classes and its impact on them and national capitals in his book. World health organization (WHO) defines QWL as individual's perception of his present circumstances considering value system and culture in which he/she lives and the relationship between these perceptions and goals, expectations, standards and priorities of that individual (Bowling & Zahara, 2004). QWL is a comprehensive and wide plan which increases employees' satisfaction, improves their learning and helps them with management and changes. Lack of satisfaction from QWL is a problem which harms all employees regardless of their position and place. Many organizations try to increase employees' satisfaction in all levels but this is a very complex issue, because determination of factors affecting QWL is very difficult. The concept of QWL is related to a philosophy in organizations which tries to improve employees' status, change organizational culture and increase physical and spiritual welfare of employees. In some organizations, QWL programs try to increase trust, involvement and problem-solving ability and consequently improve organizational satisfaction and effectivity. Emphasis on the objective and tangible factors of life in work environment strengthens this theory that increase in this factors will increase human resource performance and productivity (Shahbazi et al, 2009). Achieving mere educational goals requires optimal utilization of human, financial and equipment resources, but educational system's mobility depends on different factors like having satisfied employees and being highly loyal and committed to the organization so that employees try their best in a healthy and dynamic environment to improve efficiency. Therefore, such organizations try to have a suitable attitude towards different viewpoints of members and employees, because their attitudes are in contact with behaviors that are important for organization (Talebpour and Emami, 2006). Enayatee quotes from Rose, et al who believes that QWL is a philosophy that shows individuals are the most important organizational resources that play important role

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within organization and they must be treated based on respect. QWL includes opportunities for solving problems which have mutual benefits for employee and organization. Sandrick, as quoted from Enayatee believes that high level of QWL is necessary for an organization because it makes the organization seem attractive for employees and maintains them within organization. Havlovic as quoted from Enayatee, believes that QWL results in reducing absence at work, work place accidents, job dissatisfaction and job leaving (Enayatee, 2006). Lau, et al believes that QWL is a favorable work environment which provides employees with job satisfaction by giving rewards, providing occupational security and growth opportunity (Enayatee, 2009).

Quality of Work life

The phrase "Quality of Work life" has been used widely in the recent years, but there is little agreement on its meaning. This phrase has at least three common uses. The first is that QWL refers to a set of factors like appropriate relationship between employees and employer, job satisfaction, job satisfaction, psychological growth opportunities, job security and low level of accidents. This may be the commonest use of this phrase. The second definition is that QWL is a combination of organizational performances like participative management, job enrichment, encouraging payment system, occupational guarantee and secure job conditions. QWL is also defined as a kind of organizational change (Mirsepasi, 2007). Walton introduces the main parts of QWL in four dimensions: the fact that work is meaningful; work's social and organizational proportion; the fact that the work is challenging and rich; skill-learning and continuous learning at work, then he divides the 4 main dimensions into 8 parts. In the present research, the four dimensions are studied:

Adequate and fair payment

It means equal payment for equal work and payments proportion with employees' criteria and with other types of work. Adequate and fair compensation reward system means a payment system that bears inside-organizational and outside-organizational equity and employees do not have a feeling of loss when they compare them with their counterparts within and outside their organization.

Providing growth opportunity and security

This means providing conditions for improving personal abilities, progress opportunities and opportunities for applying achieved skills and satisfying income and job security. This can be achieved by improving personal abilities, progress opportunities, job security and income security and confidence to have a steady occupation.

Rule of law at work

This means freedom of speech and lack of fear from immediate supervisor's revenge and domination of law instead of human domination. This variable is explained in the following forms: hope to observation of justice and lawfulness in job promotion, freedom of speech (the right to oppose supervisor without being afraid of revenge), having the right to respond to all issues including wage, rewards, and job security and being confident that there will be no sexual, religious and racial discrimination.

Overall living space

This item refers to the equilibrium between work life and other aspects of employees' life like leisure time, education and family life. Creating a more direct dependence between work and overall living space through establishing equilibrium between employees' time at work and his time for his family can create equilibrium between work and life. Furthermore, determining a job description form and job qualification conditions form can have a good influence on employees' morale and drawing job promotion path.

Organizational citizenship behavior (OCB)

This word was first introduced by Bateman and Organ (1983). Organ believes that OCB is a completely voluntary behavior and rewarding and payment systems cannot identify it explicitly or implicitly, but it increases effective performance within the organization. It can also be paraphrased as extra-role performance which includes occupational behaviors beyond employees' formal roles which are not usually considered by organizational formal rewarding system. In this research, OCB means activities related to individuals roles within organization which are carried out by that individual beyond expectations and job description requirements and although such behaviors are not identifiable by formal rewarding systems, but they are effective in improving organizational performance. Organ (1988) summarized OCB in five dimensions:

- 1) Altruism: behavior that involves helping people, in this case colleagues, voluntarily. This concept refers to helpful behaviors like friendship, empathy and sympathy among colleagues which help employees who have problems in direct or indirect manner (Eslami, Sayyar, 2007).
- 2) Sportsmanship: in this dimension, employees reduce nags, complaints and criticisms in the organization by sportsmanlike behavior and assign most of their time to organizational activities (Podsakoff, 2000 & MacKenzie).
- 3) Civic Virtue: behaviors that show active and responsible participations at work and improve organizational impression are called civic virtue. Civic virtue includes behaviors like presence at extra-curriculum programs

when it is not necessary, support for development and changes provided by managers' and tendency to study books, journals and increasing general knowledge and paying attention to fixing posters and notices in the organization to notify others.

4) Courtesy: polite behavior that does not let problems happen at work. This dimension clarifies individuals' behavior with colleagues, supervisors and organization's addressees. Individuals who behave respectfully towards others have advanced citizenship behavior (Podsakoff and Mackenzie, 2000).

5) Conscientiousness: any attempt that is beyond formal requirements is called Conscientiousness and it is a behavior in which individuals perform beyond their duties in their jobs.

Organ (1988) also believes that individuals who have OCB continue to work even at the worst conditions like illness and disability and this shows high Conscientiousness.

Research conceptual framework

After investigating research literature, we propose the framework presented in figure 1 as the conceptual model of the research. This model indicates causal relationships between 5 variables including (Adequate and fair payment, Providing growth opportunity and security, rule of law within organization, overall living space, OCB). Research hypotheses are as follows based on conceptual model:

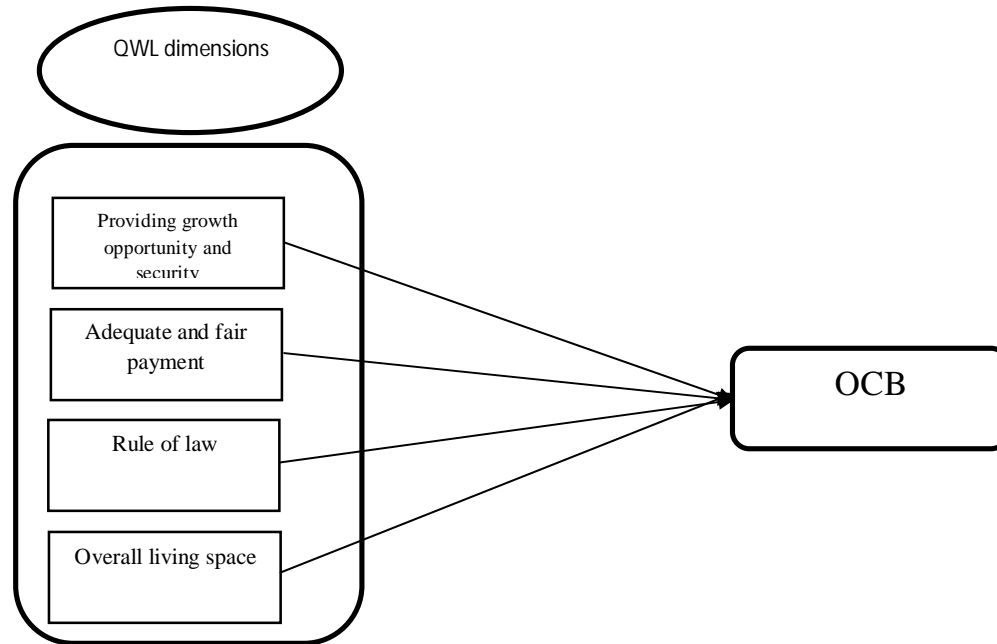


Figure 1: research conceptual model

H1: adequate and fair payment has direct influence on employees OCB.

H2: Providing growth opportunity and security has direct influence on employees OCB.

H3: Rule of law has direct influence on employees OCB.

H4: overall living space has direct influence on employees OCB.

MATERIALS AND METHODS

The questionnaire

Questionnaire was used as data gathering tool in the present research. 5-point Likert scale was used for measurement from «completely disagree» to «completely agree». The questionnaire included 3 questions for measuring adequate and fair payment, 3 questions for measuring growth and security opportunity, 3 questions for measuring Rule of law in an organization, 3 questions for measuring overall living space and 4 questions for measuring OCB variable. After preparing the questionnaire, 25 questionnaires were distributed among employees in order to investigate reliability in the form of pre-test. Chronbach's alpha was used to investigate reliability and the results indicated that alpha coefficient was greater than 0.8 for all questionnaires. The questionnaire's validity was verified by experts. Therefore, our questionnaire has enough validity and reliability to be distributed among population members.

The sample

Questionnaires were distributed among employees and academic board members of Pars Abad Islamic Azad University. Because our population was limited, Krejcie and Morgan table was used. Statistical population

included 160 people and Morgan Table dictates that sample size must be 113. Sampling method was simple accidental sampling in which population members have an equal chance for being selected. When we chose members of sample by this method, distributions will be possibly normal and therefore this method has the least bias and the most generalizability (Sekaran, 2002). In order to have a completely homogenous sample, questionnaires were distributed among employees and academic board members in two different dates and working hours accidentally. Demographic information of the respondents has been summarized in table 1.

Table 1: respondents' gender

	frequency	percentage	Main or valid percentage	Cumulative percentage
male	110	94.8	94.8	94.8
female	6	5.2	5.2	100.0
total	116	100.0	100.0	

As it can be seen on table 1, 94.8 percent of the respondents are male and 5.2 percent of them are female.

DATA ANALYSIS AND HYPOTHESES TEST

Structural equations modeling were used to test hypotheses. This statistical technique contains other techniques like multivariable regression, factor analysis and path analysis and has especial emphasis on latent variables which are defined by measurable indices and observable variables.

Hence this method analyzes the relationships between variables simultaneously; therefore it is a reliable technique. In this technique, we try to realize whether relationships between latent variables (Adequate and fair payment, Providing growth opportunity and security, rule of law within organization, overall life space, OCB) are verified considering gathered data or not? Structural equations model has two parts 1) measurement model 2) structural model. Measurement model links a set of observed variables to latent variables and in contrast, structural model links latent variables together through a set of direct and indirect relationships. Lisrel software (version 8.54) was used for calculations related to structural equations model. An important point that must be considered in structural modeling is that research model must be fit for investigating relationships between variables and this can be studied through fit indices which are provided in Lisrel output. Table 2 shows fit indices for the present model.

Table 2: model's fit indices

result	Acquired numbers	Allowable value	indices
Good fit	1.53	$\chi^2_{/df < 3}$	Kai squared to df ratio
Good fit	0.00070	<0.05	p-value
Good fit	0.068	0.08 < RMSEA	RMSEA
Fairly good fit	0.86	Greater than 0.9	Goodness of fit index
Good fit	0.94	Greater than 0.9	Comparative fit index
Fairly good fit	0.87	Greater than 0.9	Normed fit index

As it can be seen on table 2, except fit indices of 0.86 (allowable value greater than 0.9) and normed fit index 0.87 (allowable value greater than 0.9) that show fairly good fit, other indices are indicative of Good fit. Therefore it can be said that the present research model has fairly good fit for relationships between variables and hypotheses tests.

Results of Lisrel calculations in two modes for research model, i.e. standard mode (graph 1) and significance mode (graph 2), were used In order to investigate research hypotheses.

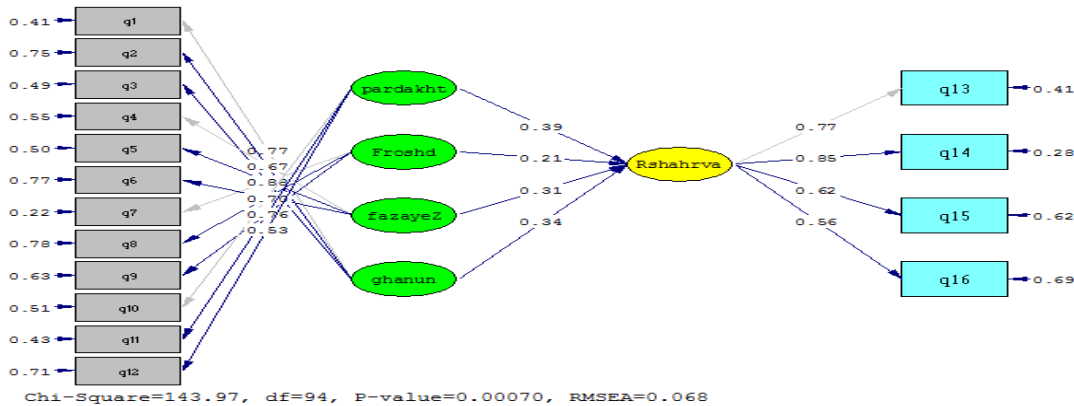


Figure 1: research conceptual model in standard mode

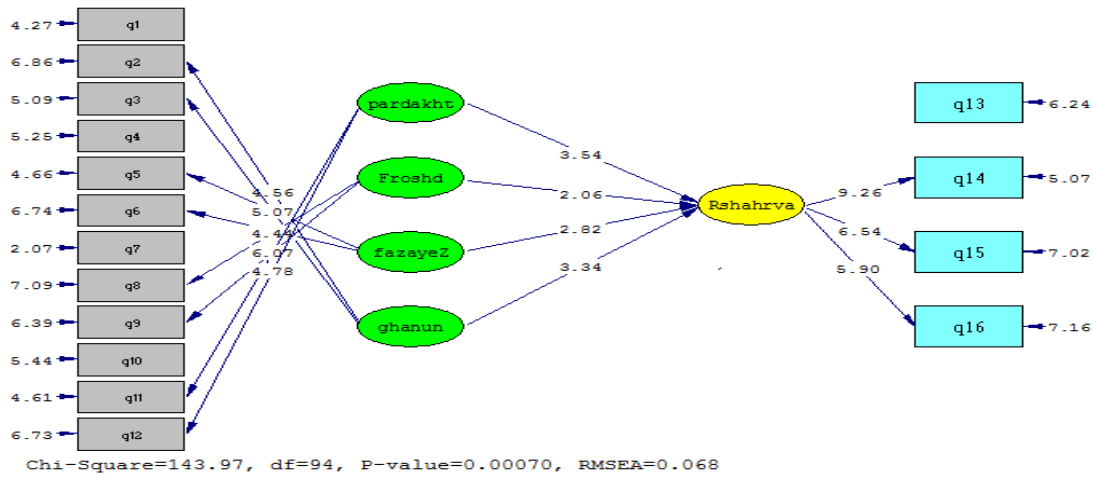


Figure 2: research conceptual model in significance mode

As it can be seen in figure 2, all variables have appropriate factor loading and they are all significant. In other words, all variables have necessary validity and reliability.

Results of hypotheses test

The hypotheses of the present research formed based on the conceptual model and after gathering necessary data using questionnaires, structural equations model and Lisrel software (version 8.8) were used to test the hypotheses and the results of test have been summarized in table 3.

Table 3: summary of results for research hypotheses test

result	Path coefficient (standard)	Significance number	hypotheses
verified	0.39	3.54	adequate and fair payment has direct influence on employees OCB.
verified	0.21	2.06	Providing growth opportunity and security has direct influence on employees OCB.
verified	0.34	3.34	Rule of law has direct influence on employees OCB.
verified	0.31	2.92	Overall life space has direct influence on employees OCB.

Investigation of research hypotheses shows that all hypotheses have been verified. In other words, adequate and fair payment, security and growth opportunity, Rule of law and overall life space have positive and direct impact on employees OCB. In the following section, research hypotheses have been investigated in detail:

Hypothesis 1: adequate and fair payment has direct influence on employees OCB.

As it can be seen on table 3, adequate and fair payment had standard factor loading 0.39 with OCB and this relationship is significant. Therefore the first hypothesis of the research is verified. It must be mentioned that adequate and fair payment with factor loading 0.39 is the most important factor affecting OCB.

Hypothesis 2: Providing growth opportunity and security has direct influence on employees OCB.

As it can be seen on table 3, Providing growth opportunity and security has standard factor loading 0.21 with OCB and this relationship is significant. Therefore the second hypothesis of the research is verified.

Hypothesis 3 : Rule of law has direct influence on employees OCB.

As it can be seen on table 3, Rule of law has standard factor loading 0.34 with OCB and this relationship is significant. Therefore the third hypothesis of the research is verified.

Hypothesis 4: overall life space has direct influence on employees OCB.

As it can be seen on table 3, overall life space has standard factor loading 0.31 with OCB and this relationship is significant. Therefore the fourth hypothesis of the research is verified.

Conclusion and recommendations

1. Considering the verification of the first hypothesis, it must be said that a proportion must be observed between work and payment and employees must be satisfied with their salary in comparison with other employees inside and outside the organization. This will follow good effects like loyalty to the organization, organizational commitment and employees' personal performance and so on.
2. Considering the verification of the second hypothesis, organizations must provide conditions for progress so that employees can advance based on their personal abilities and they will be regarded as capital for the organization and occupational progress culture will be embedded within the organization. It is interesting to report that banks are among successful organizations in Iran and their occupational progress

- path is mostly reliable on personal abilities and occupational performance and this has had a completely positive result both for banks and their employees.
3. Considering the verification of the third hypothesis, it must be mentioned that organizations had better behave lawfully and based on regulations towards their employees rather than based on managers' personal bias and opinion. Employees prefer to have occupational security and they prefer their job is not endangered by rules enforcement but they like regulations enforcement provide an appropriate atmosphere for opinions expression in order to help improve organizational affairs.
 4. Considering the verification of the third hypothesis, it is advised to organizations to have programs and options for employees in leisure hours. For example, family conferences in organizations. Another example is that Azad university rents pool and sports gym for their employees and this is good for providing equilibrium for employees work life. Such policies should be continued and provided in future. Facilities like housing loan, car purchase loan and similar examples must be provided.

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