

The Relationship between the Quality of Working Life and the Citizenship Behavior of Saipa Employees in Golestan Province

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Abstract: The main purpose of this study was to investigate the relationship between the quality of working life and the citizenship behavior of Saipa employees in Golestan province. This research is descriptive based on correlation type. The statistical population consisted of 500 employees of Saipa Company in Golestan province that 220 people were selected by the simple random method as the volume of the sample according to Morgan table. Pearson correlation coefficient and multivariate regression analysis and multivariate analysis of variance were used to analyze the data. The results of the tests showed that there was no significant difference between organizational citizenship behavior and organizational commitment among male and female employees. Also, there is a relationship between the quality of working life and dimensions (fair and adequate payment, safe and hygienic work environment, providing opportunities for growth and continuous security, social affiliation of working life, overall living space, social cohesion in the organization, development of human capabilities) and organizational citizenship behavior, but there is a positive and significant relationship between organizational justice and organizational citizenship behavior.

Keywords: Quality of Working Life, Citizenship Behavior, Employees.

Introduction

In the past, the criterion for assessing the behavior of employees, adapting their performance to job descriptions was the adoption, while today behaviors beyond them such as redirecting behaviors and organizational citizenship behaviors have been considered. The importance of the concept of organizational citizenship behavior is derived from the logical assumption that organizational citizenship behavior goes beyond the formal requirements of the job, and if these overlapping behaviors and employee volunteering over time are repeated, organizational effectiveness will be doubled (Rajab Beigi et al., 2013).

Studies show that the two phenomena of personal life work have mutually reinforcing and mutually reinforcing effects. One that has many problems with family and personal life, these problems certainly affect the focus, job satisfaction, productivity, and happiness in the workplace (Pardakhtchi et al., 2009).

In general, the quality of working life is a comprehensive and extensive program that enhances employee satisfaction, enhances their learning in the environment and helps them manage, change and transform. Dissatisfaction with the quality of working life is a problem that affects almost all employees, regardless of their position. The goal of many organizations is to increase employee satisfaction and satisfaction at all levels, but this is complicated. The quality of working life is one of the methods of motivating and solving important issues in the design and enrichment of the job, which is rooted in the attitude of employees to motivation, which today is one of the most important issues in the sociology of work and occupation in organizations, and the increasing and special attention it is needed. The quality of life includes all the steps taken to preserve the body and spirit of the staff and provide satisfaction, satisfaction and trust (Mehdad, 2010).

Organizational citizenship behavior is an individual and voluntary one that is not directly designed by the official reward system of the organization, but it promotes the effectiveness and efficiency of the organization (Zareei Matin & Ahmadi, 2009). Initial studies performed on organizational citizenship behavior were more likely to identify the responsibilities or behaviors that employees had in the organization but were often overlooked. While these behaviors inadequately measured or sometimes neglected in traditional occupational performance evaluations, they were effective in improving organizational effectiveness. These actions that occur in the work environment are defined as follows: a set of voluntary and optional behaviors that are not part of the formal duties of an individual but are nevertheless carried out by him and which effectively improve the functions and roles of the organization, for example, a worker may have no need for overtime and until late in the workplace, but in spite of this, in order to improve current affairs and facilitate the workflow of the organization, he will stay in the organization more than his official working hours and help others (Cropanzano & Byrne, 2000).

Since human resources are the most valuable factor in production and the main source of competitive advantage and the basic capabilities of each organization, one of the most effective ways to achieve competitive advantage in the current situation is to make employees more efficient (Talebian & Vafaei, 2009). Organizational citizenship behavior is an optional behavior and task that is effective in enhancing the effective organization of the organization and is not directly or indirectly organized by the formal organization reward system. Considering that increasing effectiveness is always one of the issues and concerns of managers, recognizing organizational citizenship behavior can be considered an effective and useful step in this direction (Morkoczy & Xin, 2005). The value system determines the quality of work life as the most important variable in strategic management equation, and believes that meeting the needs of employees will improve the organization's long-term performance (Pardakhtchi et al., 2009). The above points indicate the importance of research on quality of working life and organizational citizenship behavior.

Materials and Methods

In this research, a sample of about 500 employees of Saipa Company in Golestan province was selected by 217 in a random method in Morgan tables which 220 individuals were selected to ensure better generalization of the results. On collecting the information of this study, fieldwork (questionnaire) and library methods were used. Field methods are those in which the researcher has to go out to the environment to collect information and to collect information by referring to individuals or the environment, and also communicating directly with the analysis unit, that is, individuals (Hafeznia, 2010).

In a research on citizenship behavior, a standardized 15-item questionnaire was used. This questionnaire has been used to measure five dimensions: 1- kindness, 2- conscience, 3. chivalry, 4- civic behavior, and 5- literate and thoughtfulness in the Likert scale of five choices and as a general score in this research. The Walton questionnaire was also used to assess the quality of working life of employees that this tool was developed using eight indicators of quality of working life in the form of 27 items. In this research, Cronbach's alpha method was used to assess the reliability of the questionnaires that to ensure the reliability of distributed questionnaires among employees, SPSS software, Cronbach's alpha coefficient was calculated for each questionnaire separately, which according to the results, it was concluded that the questionnaires were reliable and reliable. Given that the present study is descriptive, descriptive methods are used for compiling frequency tables, plotting the mean and variance, and standard deviations of variables, and inferential statistics methods from Kolmogorov-Smirnov for the purpose of normalization or non-existence of data and the results obtained to the choice of the appropriate correlation test are used. For the above calculations, SPSS and Laserl package will be used.

Results

Table 1. T-test of gender, quality of working life and citizenship behavior.

Variable	Gender				t	Sig.
	Male		Female			
	Mean	N	Mean	N		
Quality of working life	88.53	68	88.00	37	0.369	0.713
Organizational citizenship behavior	46.71	68	45.65	37	1.163	0.248

According to the table above, the quality of working life (Sig = 0.713 and t = 0.369) and citizenship behavior (Sig = 0.248 and t = 1.163) in the male and female employees are not a meaningful difference.

Table 2. Pearson correlation coefficient test between quality of working life and organizational citizenship behavior.

Statistical index	Variable	The value of correlation coefficient	Sig.	α
	Quality of working life and organizational citizenship behavior	0.607	0.000	0.05

According to the above results, there is a positive and significant relationship between quality of working life and organizational citizenship behavior (r = 0.609 and Sig = 0.000).

Table 3. Pearson correlation coefficient between eight dimensions of quality of working life and organizational citizenship behavior.

Statistical index	Variable	The value of correlation coefficient	Sig.	α
	Fair and adequate payment and organizational citizenship behavior	0.422	0.000	0.05
	Safe and healthy work environment and organizational citizenship behavior	0.216	0.027	0.05
	Ensuring the opportunity for continued growth and security and organizational citizenship behavior	0.404	0.000	0.05
	Legalism in the organization and organizational commitment	0.157	0.110	0.05
	Social dependence of working life and organizational citizenship behavior	0.399	0.000	0.05
	The overall atmosphere of life and organizational commitment	0.359	0.000	0.05
	Integrity and social solidarity and organizational citizenship behavior	0.551	0.000	0.05
	Development of individual capabilities and organizational citizenship behavior	0.516	0.000	0.05

From the results of the above table, it can be stated that there are a significant relationship among fair and adequate payment (Sig = 0.000, r = 0.422), safe and healthy work environment (Sig = 0.027, r = 0.216), ensuring the opportunity for continued growth and security (Sig = 0.000, r = 0.404), also social dependence of working life (Sig = 0.000, r = 0.399), the overall atmosphere of life (Sig = 0.000, r = 0.359), integrity and social solidarity (Sig = 0.000, r = 0.551) and development of individual capabilities (Sig = 0.000, r = 0.516) and organizational citizenship

behavior but from among the eight dimensions of quality of life, legality (Sig = 0.110 $r = 0.157$) is not relevant to the citizenship behavior.

Table 4. Model regression analysis.

The correlation coefficient	The coefficient of determination or R^2	Correction coefficient	SD	Durbin-Watson test
0.715	0.511	0.470	3.25	2.13

The above results indicate that the dimensions of quality of working life can predict 51% of the changes of variability of organizational citizenship behavior and given the fact that Durbin-Watson value is between 1.5 and 2.5, we deduce the independence of the remainder ($R^2 = 0.511$, $r = 0.715$).

Table 5. Standardized and non-standard regression coefficients of the variables presented in the model.

	Non-standard factor (B)	Error variance Std.Error	Standardized beta coefficients β	Sig.
Constant value	6.617	4.370		0.133
Fair and adequate payment	0.836	0.386	0.190	0.033
Safe and Healthy Work Environment	0.174	0.298	0.049	0.562
Providing Growth and Sustainability	0.472	0.259	0.150	0.071
Legality in the organization	-0.315	0.194	-0.132	0.107
Social affiliation of working life	0.055	0.328	0.015	0.866
The overall living space	0.359	0.335	0.090	0.287
Social cohesion in the organization	1.060	0.274	0.342	0.000
Development of human capabilities	0.750	0.211	0.295	0.001

The table above shows that fair and adequate payment (Sig = 0.033, $\beta = 0.19$), social cohesion in the organization (Sig = 0.000, $\beta = 0.34$), development of human capabilities (Sig = 0.001, $\beta = 0.30$) increase the variable deviation of organizational citizenship behavior.

Discussion and Conclusion

Today, the importance and role of the occupation in various aspects of human life is evident. Because the job, in addition to providing living expenses, is directly related to mental health and the body and it can also satisfy many of its unusual needs. Work is not just a decent way of life, but an essential element of social base and a meaningful source of people's lives. The nature of many occupations is such that it causes a lot of psychological pressure on the individual, so that a significant percentage of physical illnesses and mental disorders are due to the pressure of the work and the continuity of these pressures. Occupational people who are involved in these kinds of pressures in their work environment are generally prone to job burnout (Manion, 2004).

The results of the research showed that equal payment with equal work, as well as the proportion of payments with social standards and criteria of employees and their character with other types of work and creating safe working conditions physically, as well as setting reasonable working hours for employees and in other words standardization, physical work space, such as light, air conditioning, thermal and refrigerated, etc., as well as working hours and holidays suitable for rest and recuperation of employees, and providing opportunities for improving their individual abilities, opportunities and opportunities for using acquired skills and ensuring income and job security, and employee confidence in health of the process of job promotion as well as employee perceptions of corporate social responsibility means the commitment of the organizations to observe ethical behavior as social

institutions in its broad sense, and in other words, the set of duties and responsibilities that the organization must fulfill in order to maintain and care for the community in which it operates, and employee perceptions of balance between work life and other responsibilities of social and family life, and creating an atmosphere of work that strengthens employees' sense of belonging to the organization and that they are needed by the organization and employees feel that their work is beneficial to the organization, and the availability of opportunities such as the use of autonomy and self-control in the work, the acquisition of various skills and access to appropriate work information will increase the attitude of employees in the outreach. In other words, in explaining this finding it can be said that if a worker really feels that the quality of his working life has improved, whether it is the result of his own performance or the organization's policies to increase productivity, this gives him more strength to do. The natural consequence of such a process is to create a living and active atmosphere in the organization. This process ultimately boosts personal and voluntary behaviors that are not directly designed by the official reward system of the organization, but it improves the effectiveness and efficiency of the organization. The results of regression analysis showed that the development of human capabilities and social cohesion played the most roles in explaining the organizational citizenship behavior in the organization. This means that if the employee has a sense of solidarity in the organization and that his job increases his individual capabilities, more driving behaviors emerge. Work and employment are among the most important issues of human life, which if they are adapted to its conditions and interests, they will have beneficial effects for the individual and society.

Conflict of Interest

The authors declare no conflict of interest.

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