



Studding the Relationship between Quality of work Life and Organizational Citizenship Behavior among Justice Employees in Zahedan

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ABSTRACT

A high quality of work life (QWL) is essential for all organizations to continue to attract and retain employees. Quality of work life is a comprehensive program which is designated to increase employee satisfaction. In today's society, improving the working life has been one of the main goals of the organization and staff and their working environment. Today, in modern management concept of quality of work life around the world has become a major social issue (Luthans 1998). While in past decades only on working life in search of new systems to help staff between work life and personal life balance so that they can communicate (Akdere 2006). Any improvement in the quality of work life programs organizational culture that promotes the growth and excellence in the organization's staff (Filippo 1998). Organization citizenship behavior also is one important sociological dimension of organizations. The purpose of current study is to survey the relationship between quality of work life and organizational citizenship behavior in Among Justice Employees in Zahedan. Using table of Morgan the sample volume was estimated 159 people. The SPSS and multiple linear regression and Pearson Tests were used for data analysis and responding to the hypotheses, respectively. Test show that there are meaningful relationship between six dimension with quality of work life and organizational citizenship behavior.

Keyword: quality of work life, organizational citizenship behavior

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INTRODUCTION

The problems in the human communities and the organizations are getting more complicated day after day and their resolution requires a holistic and systematic contemplation. In a great many of the cases, making efforts in line with solving the problems through having a perspective that knows the problem emergence a result of one sort of a factor renders it highly likely that other problems arise subsequently. Systematic approach tries to adopt a more principled method to handle the complications of the today's world and this way makes itself capable coming up with more appropriate solutions to face them.

The quality of occupational life is among the discussions that have been investigated from various aspects during the past half a century and there are disagreements in terms of its examples as of now. In the meantime, many issues find special importance during certain periods of time in some cases and the need for making a more efficient use of them is felt more than ever before.

A question that might frequently strike some individuals' minds during various periods of time is that "how much do they deserve the job they do?" Every employed or job-seeking individual, including men and women, in every corner of the world, disregarding the idea that in what specialized or versatility rank a person is currently working, has a special interpretation of the extent to which s/he is competent in what s/he does. Due to the standpoint that work has in the human beings' lives in terms of the total time spent concerning the

extent to which an individual feels attached to the society and the rate to which one feels satisfied doing a certain job, it has to be said that the work fitting and suitable for the human beings constitutes a fundamental aspect of their quality of lives (the quality of occupational life). Performing generative work, in regard of a great many of the individuals within a society, is the main source of their income and the propelling force driving the sustainable development forward in the countries around the globe.

The quality of the work life is manifested in the reactions the staff exhibit in response to job satisfaction and psychological health (Cumming, 1996: 529). Having certain attitudes to the definition of the work life quality and its personal reflections, work experiences and the way that the work should be improved in line with meeting one's own needs are of special superiority. On the other hand, organizational citizenship behavior as a social source giving rise to the behavioral interactions has been based upon the social rewards. Thus, when the staff feels having a valuable perception of the organization, naturally, it will increase its organizational citizenship behavior. The employees are expected to become more productive not only individually but they are also required to augment productivity through helping their peers. Utilizing organizational citizenship behavior concept is important in that it enhances the organizational efficiency, organizational innovation and competitive advantage.

As it is observed, organizations, especially the third world countries which are in need of a substantial leap in increasing their effectiveness, should set the grounding in such a manner that the staff and their managers could identify, with a peace of mind, the experiences, the abilities and the capacities they

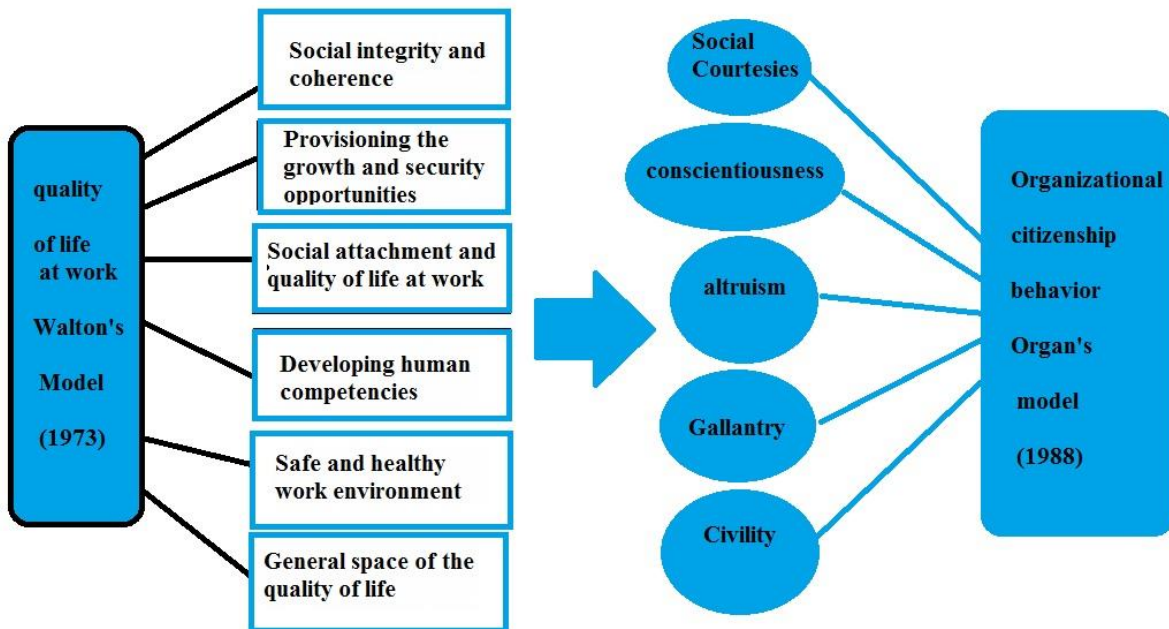
possess so as to advance the organizational objectives and provide for the necessary grounding for the implementation of such behaviors. There are numerous factors that can cause the creation of the organizational citizenship behavior: organizational justice, organizational commitment, job satisfaction and so forth. Figuring out the factors contributing and relevant to the organizational citizenship behavior is of a great significance. Because, it is via gaining a clear-cut understanding of the interrelationships between these factors and the organizational citizenship behavior that it can be improved through manipulations therein which would be followed by a growth and higher productivity of the organization (Asadpur, 2007, cited from Hosseini et al, 2011, p.346).

Every organization's progress and success depends on the human workforce working therein. Should the organization's officials be incapable of retaining the competent workforce and be unable to elevate the quality of vocational life, then the organization would be faced with problems and its productivity would be decreased.

The present era organizations, through adopting a strategic approach to the human resources, consider it as a smart and valuable asset and pay attention to the enhancement of their performance and job satisfaction more than ever. Improving the staff's quality of vocational life entails efforts to be made by the organizational management in the form of devising supportive policies. Nowadays, the attention that is paid to the work quality is a reflection of the importance that is given to it by everyone. The human beings, in offering the most significant of their efforts parallel to the organizational objectives' fulfillment, would like to know that how their expectations, wants, needs and positions are being considered. Therefore, the main question that is proposed herein is that "is there a relationship between the quality of work life and the organizational citizenship behavior in the employees working in Zahedan's ministry of justice?"

Research Hypotheses

Study Conceptual Model:



The main hypothesis of the research is as follows:

- There is a significant relationship between quality of work life and Organizational Citizenship Behavior among Justice Employees in Zahedan.

Sub-hypotheses:

1. There is a significant relationship between social integrity and coherence and Organizational Citizenship Behavior among Justice Employees in Zahedan.
2. There is a significant relationship between providing growth opportunities and Organizational Citizenship Behavior among Justice Employees in Zahedan.
3. There is a significant relationship between social attachment of quality of work life and Organizational Citizenship Behavior among Justice Employees in Zahedan.
4. There is a significant relationship between developing individual capabilities and Organizational Citizenship Behavior among Justice Employees in Zahedan.
5. There is a significant relationship between Safe and healthy workplace and Organizational Citizenship Behavior among Justice Employees in Zahedan.
6. There is a significant relationship between the overall atmosphere of life and Organizational Citizenship Behavior among Justice Employees in Zahedan.

STUDY METHODOLOGY

The current research paper is a survey-field study in terms of the method it uses to gather the required information. The study population includes the staff, the experts and the managers working in Sistan and Baluchestan's Justice Department the total number of whom reaches to 280 individuals. The current research paper takes advantage of Morgan table to estimate the study sample volume. A total of 159 individuals were selected as the sample volume to which 169 questionnaires were administered to increase the survey confidence level and all of the questionnaires were returned in the end. The study makes use of library research and field research through distributing questionnaires to gather the information it needs. The questionnaire validity and credibility was confirmed by the professors and the experts. Also, the questionnaire reliability was calculated based on Cronbach's

alpha method. The alpha obtained for this questionnaire was 0.88 which is indicative of an acceptable reliability for the questionnaire used herein. To analyze the data extracted from the sample, the current research paper applies both descriptive statistics and inferential statistical methods including Pierson's correlation coefficient. SPSS software was utilized to analyze the data.

Research Findings:

Main hypotheses: There is a significant relationship between quality of work life and Organizational Citizenship Behavior among Justice Employees in Zahedan.

H₀: $\rho = 0$ there is no significant relationship

H₁: $\rho \neq 0$ there is significant relationship

Table 1. Results of the correlation coefficient for the first hypothesis

variables	statistical indices	innovation
Quality of working life	Spearman correlation	0.558
	Significant level (sig)	0.000
	number	169
OCB	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Decision: The results in Table 1 indicate that there is a direct significant relationship between the scores of the Organizational Citizenship Behavior and quality of working life scores. Because, the correlation coefficient ($r = 0.558$) obtained with a frequency of 169 people in the alpha level of 5% is significant. Also according to the results of table, the significant level (sig = 0.000) is less than significant level of 0.05. So, it can be said with 95% confidence that researcher assumption (H₁) is accepted and (H₀) hypothesis is rejected and that there is a

direct relationship between the commitment to Organizational Citizenship Behavior and quality of working life of employees.

First sub-hypotheses: There is a significant relationship between social integrity and coherence and Organizational Citizenship Behavior among Justice Employees in Zahedan.

H₀: $\rho = 0$ there is no significant relationship

H₁: $\rho \neq 0$ there is significant relationship

Table 2: results of the correlation coefficient for the sub-hypothesis 1

Variables	statistical indices	Organizational Citizenship Behavior
social integrity and coherence	Spearman correlation	0.399
	Significant level (sig)	0.000
	number	169
Organizational Citizenship Behavior	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Decision: The results in Table 1 indicate that there is a direct significant relationship between the scores of the Organizational Citizenship Behavior and Fair payment scores. Because, the correlation coefficient ($r = 0.399$) obtained with a frequency of 169 people in the alpha level of 5% is significant. Also according to the results of table, the significant level (sig = 0.000) is less than significant level of 0.05. So, it can be said with 95% confidence that researcher assumption (H₁) is accepted and (H₀) hypothesis is rejected and that there is a

direct relationship between the commitment to Organizational Citizenship Behavior and social integrity and coherence.

Two sub-hypotheses: There is a significant relationship between providing growth opportunities and Organizational Citizenship Behavior among Justice Employees in Zahedan.

H₀: $\rho = 0$ there is no significant relationship

H₁: $\rho \neq 0$ there is significant relationship

Table 3: results of the correlation coefficient for the sub-hypothesis 2

Variables	statistical indices	Organizational Citizenship Behavior
providing growth opportunities	Spearman correlation	0.456
	Significant level (sig)	0.000
	number	169
Organizational Citizenship Behavior	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Decision: The results in Table 3 indicate that there is a direct significant relationship between the scores of the Organizational Citizenship Behavior and providing growth opportunities scores. Because, the correlation coefficient ($r = 0.456$) obtained with a frequency of 169 people in the alpha level of 5% is significant. Also according to the results of table, the significant level ($\text{sig} = 0.000$) is less than significant level of 0.05. So, it can be said with 95% confidence that researcher assumption (H_1) is accepted and (H_0) hypothesis is rejected and that there is a direct relationship between the commitment to Organizational Citizenship Behavior and providing growth opportunities.

Three sub-hypotheses: There is a significant relationship between social attachment of quality of work life and Organizational Citizenship Behavior among Justice Employees in Zahedan.

$H_0: \rho = 0$ there is no significant relationship
 $H_1: \rho \neq 0$ there is significant relationship

Table 4. Results of correlation coefficient for sub-hypothesis 3

Variables	statistical indices	Organizational Citizenship Behavior
social attachment of quality of work life	Spearman correlation	0.586
	Significant level (sig)	0.000
	number	169
Organizational Citizenship Behavior	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Results of Table 4 indicated that significant level related to Spearman correlation coefficient to evaluate the hypothesis H_0 for H_4 is 0.00 that is smaller than 0.05 ($\text{sig.} < 0.05$). Thus at the 99% confidence level, statistical null hypothesis is rejected and opposite hypothesis ($\rho \neq 0$) is confirmed. As a result, it can be said that there is a significant relationship between staffs' social attachment of quality of work life and Organizational Citizenship Behavior. According to the correlation coefficient in

the table (0.586), it is concluded that the correlation between the two variables is positive.

Forth sub-hypotheses: There is a significant relationship between developing individual capabilities and Organizational Citizenship Behavior among Justice Employees in Zahedan.

$H_0: \rho = 0$ there is no significant relationship
 $H_1: \rho \neq 0$ there is significant relationship

Table 5: results of the correlation coefficient for sub-hypothesis 4

Variables	Statistical indicators	Organizational Citizenship Behavior
Developing individual capabilities	Spearman correlation	0.452
	Significant level (sig)	0.002
	Number	169
Organizational Citizenship Behavior	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Results of Table 5 indicated that significant level related to Spearman correlation coefficient to evaluate the hypothesis H_0 for H_5 is 0.00 that is smaller than 0.05 ($\text{sig.} < 0.05$). Thus at the 99% confidence level, statistical null hypothesis is rejected and opposite hypothesis ($\rho \neq 0$) is confirmed. As a result, it can be said that there is a significant relationship between staffs' Developing individual capabilities and Organizational Citizenship Behavior. According to the correlation coefficient in

the table (0.452), it is concluded that the correlation between the two variables is positive.

Fifth sub-hypotheses: There is a significant relationship between Safe and healthy workplace and Organizational Citizenship Behavior among Justice Employees in Zahedan.

$H_0: \rho = 0$ there is no significant relationship
 $H_1: \rho \neq 0$ there is significant relationship

Table 6: correlation results for sub-hypothesis 5

Variables	Statistical indicators	Organizational Citizenship Behavior
Safe and healthy working environment	Spearman correlation	0.579
	Significant level (sig)	0.043
	Number	169
Organizational Citizenship Behavior	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Results of Table 6 indicated that significant level related to Spearman correlation coefficient to evaluate the hypothesis H0 for H6 is 0.00 that is smaller than 0.05 (sig. <0.05). Thus at the 99% confidence level, statistical null hypothesis is rejected and opposite hypothesis ($\rho \neq 0$) is confirmed. As a result, it can be said that there is a significant relationship between staffs' Safe and healthy working environment and Organizational Citizenship Behavior. According to the correlation coefficient in

the table (0.579), it is concluded that the correlation between the two variables is positive.

Sixth sub-hypotheses: There is a significant relationship between the overall atmosphere of life and Organizational Citizenship Behavior among Justice Employees in Zahedan.

H₀: $\rho = 0$ there is no significant relationship

H₁: $\rho \neq 0$ there is significant relationship

Table 7. Results of the correlation coefficient for sub-hypothesis 6

Variables	Statistical indicators	Organizational Citizenship Behavior
The overall atmosphere of life	Spearman correlation	0.635
	Significant level (sig)	0.000
	Number	169
Organizational Citizenship Behavior	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Results of Table 7 indicated that significant level related to Spearman correlation coefficient to evaluate the hypothesis H0 for H7 is 0.00 that is smaller than 0.05 (sig. <0.05). Thus at the 99% confidence level, statistical null hypothesis is rejected and opposite hypothesis ($\rho \neq 0$) is confirmed. As a result, it can be said that there is a significant relationship between staffs' the overall atmosphere of life and Organizational Citizenship Behavior. According to the correlation coefficient in the table (0.635), it is concluded that the correlation between the two variables is positive.

DISCUSSION AND CONCLUSION

Organizations are social and goal-oriented institutions. Efficient human workforce is the most important capital every organization can own and the efficiency and the effectiveness of every organization is considerably dependent upon the way it is managed and also the way management methods are correctly and effectively applied. Human resources should be developed and flourished as the primary capital of the society and they should be sufficiently motivated and instigated to take the required measures through adopting appropriate policies. For the same reason, the staff position and value should be enhanced and elevated. It is only through such enhancement of the employees' position and value that they can be expected to deliver satisfactory services. During the recent years, the programs describing the quality of life at work have been taken into consideration as one of the appropriate policies in line with improving the staff's position and value. Quality of life at work is a process by means of which all the organizational members, through open and proper communicational channels created to serve the same goal, somehow get engaged in decisions that influence their jobs and their work environment. This would result in their higher levels of participation and consent and the mental

pressure resulting from their work would be decreased consequently (Salmani, 2005). Quality of life at work is an important index of vocational life indicating the extent to which the individuals are capable of satisfying their personal important needs (such as the need for independence) when working in an organization. Therefore, the more the individuals' different wants and needs are satisfied by the organizations and the more their quality of life at work are enhanced they are more likely to become more attached to their jobs and become more satisfied with their jobs, superiors and peers and, subsequently, they would be less infatuated by the mental pressures and enjoy their physical and psychological health to a greater extent. It seems that, it is under such circumstances that the necessary grounding for offering more optimized performance would be brought about and the employees, having higher levels of organizational attachment, make their uttermost efforts to better accomplish the assigned jobs and this way they will contribute to their organization's efficiency and effectiveness (Dolan and Shuller, 1997). Since organizations are constantly looking for ways to achieve the highest level of effectiveness and in doing so, the most important criterion of concern is the job performance, thus, not all performance aspects, one of which is organizational citizenship behavior, are associated with the formal performance and they can contribute to the organization's effectiveness so they should be taken into consideration (Reza'ee and Najibniya, 2008).

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