To Investigate the Relationship between Quality of Work Life and Organizational Citizenship Behavior (Case Study: Employees One of the Governmental Offices in Iran)

Omid Derakhshani 1, Omar Mahmoudi 2 *

1 Faculty Member, Department of Accounting, Payame Noor University, Iran
2 Masters in Business Administration, Payame Noor University, Marivan Branch, Iran

ABSTRACT
The aim of this study was to determine the relationship between Quality of Work Life (QWL) and organizational citizenship behavior (OCB) in one of the municipalities. This study was a correlative survey. 73 subjects among the municipality employees of Marivan were selected through Morgan's table. Data were collected using two questionnaires. QWL Questionnaire of Richard Walton and OCB questionnaire Podsakoff and McKenzie were provided according to Morgan's model validated by a group of experts. Cronbach’s Alpha statistical method was also used to ensure the reliability. Inventory 844/0 for OCB questionnaire and 922/0 for QWL questionnaire were obtained. This indicates the required reliability of the questionnaire. Data were analyzed using SPSS17 software. Pearson correlation and linear regression analysis and Friedman test was used to analyze the data. Results showed that there was a positive and direct correlation between quality of work life factor and organizational citizenship behavior. In other words, as the quality of life of the employees increases, their organizational citizenship behavior improves. In addition, it was shown that factors such as fair and sufficient payments, and legalism in the organization obtained the highest scores among the factors of quality of work life. In other words, these two factors were the most effective ones on the organizational citizenship behavior.

KEYWORD
Quality of Work Life, Organizational Citizenship Behavior, The Municipality, Marivan City

INTRODUCTION
Today, considering employees as the biggest and most important assets of an organization is a phenomenon that has highly grown over the past two decades. The movement, as a number of other management efficient movements, has also high efficiency and use, and now it has came across industrial and advanced countries in the world and caused the principles of working with employees experiencing a dramatic development. Today a new process that causes the importance of human resources management and dealing with issues related to the employees in the organization is the role and purpose of this strategic source as one of the factors to provide comprehensive quality and efficiency in the state trading organizations, and ultimately it's a main infrastructure of economic, social and cultural development.

Optimal use of human resources relies on actions that are served to preserve and protect the body and soul of employees of the organization. The actions that are generally called as quality of work life have been considered today as a global concept in the field of human resource management and organizational development and its provision and promotion is the main key to management success in any organization, it's also taken into account by the organization’s senior executives as one of organizational improvement strategies. Now the industrial, commercial and even service organizations are more and more tend to enhance their specialized ability, satisfaction and human resources interest to increase their level of productivity, and they have related the productivity by improving it to the quality of work life[19]. This may be due to the standardizing of the level of life, increase of information and awareness of manpower in an overall scale and creation of changes in employees’ interests and preferences. Employees are seeking opportunities to demonstrate their abilities during performing tasks and
provision of their job satisfaction. Efficiency and development of any organization largely depends on the correct application of manpower [5]. The correct application of manpower and considering the quality of work life of employees can lead to improve performance and efficiency of the employees. Since organizations are always looking for the highest level of efficiency possible and in so doing, the most important criterion into consideration is the general job performance [16]. As a result, all aspects of performance that OCB is one of them are not related to official performance and can contribute to organizations’ effectiveness and should be considered [13]. Organizational citizenship behaviors are individual extra-role behaviors in the workplace that have not been explicitly or directly determined through the organization’s formal reward system [15]. Organizational citizenship behaviors (OCB) are a set of voluntary and optional behaviors that are not part of the person’s official duties; however, they are performed by him causing the effective improvement of tasks and organization’s roles [1]. Thus, it can be said that better quality of work life of employees may lead to improve the employees’ performance one of which is performing the employees’ citizenship behavior. Therefore, in this study we want to investigate whether the quality of work life (QWL) leads to employees’ OCB or not?

THE RESEARCH IMPORTANCE AND NECESSITY

Today, the development and improvement of any community requires having healthy, dynamic and effective organizations. According to Armichel’s idea (1990), effective organizations are the most important means of achieving progress in a community, and organizations will archive the effectiveness which have the health in addition to the other necessary conditions [20]. Actions that include the items like welfare and health facilities, job security, job design, the importance of job, career development and advancement, training and rehabilitation and so forth, altogether are considered as the quality of work life. Today the concept of quality of work life has become a major social issue in the world, while in the past there was just the emphasis on personal life. In today’s community, work life improvement has become as one of the most important goals of the organization and its employees. Since there is a direct relationship between the actions of human resources management and the quality of work life, therefore, the employees’ revitalization, by enhancing their quality of work life, is the key to success for any organization. Quality of work life is a comprehensive program which increases employees’ satisfaction, encourages their learning in the environment and helps them in management, changes and developments. Employees’ lack of satisfaction with the quality of work life is a problem that damages almost all employees regardless of their position [7]. On the other hand, organizational citizenship behaviors are a set of voluntary and optional behaviors and are not a part of the person’s official duties, however, they are done by him and effectively improve the organization tasks and roles, the behaviors would be helpful to the organization and partners and are inherently ethical behaviors.

Organizational citizenship behaviors refer to freely participation in activities of the organization, but the participation, while affecting the functions of the organization, is neither of career requirements, nor can be find in the job description and it cannot be rewarded [12].

RESEARCH THEORETICAL BASICS

ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Batman and organ (1983) introduced the term of organizational citizenship behavior for the first time, and defined it as: individual behavior that is voluntary, it has not been explicitly or implicitly aroused by the formal reward system, and it will increase the efficiency of the organization. Employees' willingness to perform behaviors that go beyond their role and position formal requirements is also considered as one of the basic constitutive elements of organizational citizenship behavior. So we can define OCB as social lubrication of car movement. Also, Katz and Kahn in 1978 suggested extra-role behaviors that enhance the effectiveness of organization.

Chester Barnard in 1930 defined the OCB phenomenon, which he called it as the term of ERB or extra-role behaviors then, which includes both behaviors in a job description expected and accepted behaviors by the organization and extra-role behaviors including aspects of helping new employees in the organization, respecting the right of others and expressing intimacy with others [2].

Organ 1988 defined organizational citizenship behavior as behaviors under the control of the person and suggests that this type of behaviors is explicitly and directly considered by the formal reward systems, but enhances the functions effectiveness of the organization. The term of being optional suggests that these behaviors are not behaviors expected in the role requirements or job description and they are not under the employees’ employment commitment but they’re fully optional and any neglect or failure will not be followed by punishment. These behaviors, maintaining and strengthening social and psychological context, perform affairs which are useful and helpful for the organization and they are not applied for claims and work request [13].

Organ 1988 provided a multidimensional scale of organizational citizenship behavior. This scale consists of five dimensions that constitute OCB structure. The five dimensions are:

- Altruism: helping partners and employees to perform tasks in unusual circumstances.
- Conscientiousness: performing tasks in a manner beyond what is expected.
- Sportsman: emphasizing the positive aspects of the organization rather than the negative aspects.
- Civic Virtue: requires supporting administrative operations of the organization.
- Courtesy: consulting with others prior to taking action, informing prior to taking action, and exchanging the information.

Sportsman and courtesy are components expressing avoid to damage to the organization. Generosity is the
tendency of patience in the face of inevitable harassment and working extortion without any complaints to be made. While civility is thinking about how one's actions affect others [21].

QUALITY OF WORK LIFE (QWL)

The term of QWL has become popular in recent years, but there is little agreement about its meaning. There is at least three common use of the term. First, the quality of work life refers to a set of results for employees such as job satisfaction, psychological growth opportunities, job security, good relations between employers and employees and the low rate of accidents. Perhaps this is the most common use of the term. Second, the quality of work life also refers to a set of tasks or organizational functions such as participatory management, job enrichment, payment system that will encourage good practice, employment guarantee and secure working conditions. Finally, the quality of work life often refers to an organizational change program [10].

Richard Walton in 1973 in an analysis of the quality of work life considers eight main variables as the objective of improving the quality of work life. An important point that should be noted is that all of these variables are correlated with each other. These variables are:

- Fair and adequate payment: it means equal payment for equal work, as well as payments appropriateness with employees' criteria and its suitability with other types of work. The fair and adequate service compensation means to pay salary to the organization employees, from which inter-organizational and intra-organizational equality can be inferred and employees not to feel the loss when comparing themselves with others in the same level both within and outside the organization.
- Safe and healthy workplace: it means to physically create safe working conditions, as well as to determine reasonable working hours. The workplace should also reduce the effects of pollution which can adversely affect the physical and mental condition of employees in the workplace. In other words, work safety and health, establish reasonable working hours and physical working conditions include physical and safe working conditions having minimal risk and establishing age for limitations for employment.
- Provide opportunities for persistent growth and security: it means to provide a condition to improve individual abilities, opportunities for advancement and opportunities to apply acquired skills and provide income and employment security. This is provided by improving individual abilities, advancement opportunities, job security and income security and assurance of stable employment.
- Legalism in the organization of work: it means to provide the condition of freedom of expression and without fear of higher position revenge and higher authority influence than human authority. This variable is addressed in the form of hope observing the fairness and efficacy in a job promotion, freedom of speech (a right to express opposing views of the head in the organization without any fear from him) reserved the right to respond to all issues including the allocation of wages, rewards, job security and assurance of the absence of discrimination on gender, ethnicity, religion and belief.
- Social dependence of work life: it refers to how employees perceive (understand) the organization's social responsibility. There have been many topics about the social dependence of work life. Thus, the useful social roles of organization and the effects of social damage and its activities have been increasingly the main problems of the employees. Accordingly, it is maintained that organizations that do not feel their social responsibility will provide the causes of despising the value of employees' work and profession that is a basis for their need of self-esteem. However, the relative amount of consumers' confidence in the manufactured product, the product variety with competitive price and good quality are of the other items positively affecting the issue.
- The total living space: this component is related to establish a balance between work life and other employees' sectors including leisure time, education and family life. Create a more direct dependence of work on the total living space through establishing the concept of a balance between employees' time in workplace and his time for the family could highly create a balance between the person's work and life. Also, determination of job description, as well as its holding conditions will have a good effect on employees' morale and delineating the path of job promotion.
- Integration and cohesion of the organization of work: This includes eliminating the value of retaining originality of individuals’ interests in the organization and encouraging forming social teams and groups. The lack of prejudice towards race and gender and create a sense of being social in the organization and people’s freedom to express their ideas and feelings in the form of trade associations and create the field of intellectual and practical participation of workers in imposing rules and regulation are issues that contribute to provide the organizational integration.
- Development of human capabilities: it refers to provision of opportunities such as using the independence and self-control at work, taking advantage of a variety of skills, accessing to information in accordance with the work and planning for the employees. The variable aims to create opportunities to gain skills and trainings, while creating the condition of personnel coordinating with the missions, goals, programs and strategies of the organization in order to meet the needs of individuals and organizations[10].

LITERATURE REVIEW

In studies conducted by Gohari (1997) the results indicated that the quality of work life as one of the most important issues in the management of human resources of the organizations that has overshadowed all employees' working issues, including workplace conditions, management and development conditions, how to compensate the service and so on. Snoberi (1379) found
that all dimensions of the quality of work life based on Walton model have high and significant correlation, indicating that the employees’ performance affects the quality of work life and the quality of work life mutually affect the employees’ performance. Mohebbi et al 2011 in an article entitled as "The relationship between organizational citizenship behavior and quality of work life of employees of Qazvin medical-treatment hospitals" concluded that the increase of quality of work life, the employees' productivity and performance can be improved. Also, the strengthening of any dimension of organizational citizenship behavior will influence the other dimension and provide a desirable environment to carry out duties. Considering the reverse relationship between quality of work life and organizational citizenship behavior, hospitals management has to adopt appropriate policies to put the two organizational elements in line. Hosseini et al (2011) in an article entitled as "investigating the relationship between quality of work life and organizational citizenship behavior in Fars Province Gas Company" concluded that there is a a direct and positive correlation between the employees' organizational citizenship behavior and quality of work life. Bahrami and Sadeghzadeh (2012), in a paper titled as "the relationship between the factors of quality of work life and organizational citizenship behavior among employees of Kashan University of Medical Sciences" concluded that there is a significant and positive relationship between the factors of quality of work life and organizational citizenship behavior at Kashan University of Medical Sciences, and the maximum intensity the relationship has been between social dependence of work life and the minimum intensity of the relationship has been between legalism and organizational citizenship behavior. Mahdad et al (2011) in an article titled as “the relationship between quality of work life and organizational citizenship behaviors and its components” concluded that the results related to the relationship between dimensions of quality of work life with organizational citizenship behaviors dimension indicate that there is a significant relationship between a safe and healthy workplace, providing opportunities for persistent growth and security, legalism in the organization and total living space with citizenship behaviors focused on the organization and between the social dependence of work life with citizenship behaviors focused on coworkers. Also, the results of stepwise regression indicate that legalism in the organization along with fair and adequate payment has been able to predict citizenship behaviors focused on the organization, the fair and adequate payment, social dependence of work life and healthy and safe workplace, respectively, are able to predict citizenship behaviors focused on coworkers and only fair and adequate payment has the ability to predict the overall organizational citizenship behaviors. Therefore, the present study represent that there is a significant relationship between the quality of work life dimensions and the organizational citizenship behaviors and its components. Asayava and Otakoya (2005), by their results suggest that to promote organizational citizenship behavior of employees, particularly in governmental organizations, managers need to make policies and programs that increase the organizational support of employees and fair behavior between them. The results showed that the hypothesis of a positive relationship between organizational support and organizational citizenship behavior is confirmed. Therefore, according to these studies, it's determined that the employees' quality of work life is effective on emerging their organizational citizenship behaviors and the increase of employees' quality of work life will increase their organizational citizenship behaviors. Organizational citizenship behaviors assist the organizations and partners and ultimately they cause the organization's benefit [14].

Van den berg and Willering (1999) during their studies stated that if one employee feels that he's not having the required support from his supervisor, he will reduce or even abandon the organizational citizenship behavior. However, the opportunity to participate in decision making is not only related to organizational citizenship behavior and feeling security rom the supervisors, but it depends on the person's knowledge of the organization and the relationships between the person and organization[24].

CONCEPTUAL MODEL OF RESEARCH

According to the theoretical concepts of research and research literature, conceptual model of research has been designed using the model of quality of work life (QWLM) by Walton and the model of organizational citizenship behavior (OCBM) by organ. In the model(Fig 1), eight dimensions of Walton model with fine dimensions of Organ model have been shown that constitute the basis of research questions.

MAIN QUESTION OF RESEARCH

• Is there a positive correlation between the dimensions of QWL and organizational citizenship behavior?

SECONDARY QUESTIONS OF RESEARCH

• Is there a positive correlation between the fair and adequate payment with the employees' organizational citizenship behavior?
• Is there a positive correlation between a safe and healthy workplace with employees' organizational citizenship behavior?
• Is there a positive correlation between provision of opportunities for persistent growth and security with the employees' organizational citizenship behavior?
Is there a positive correlation between the legalism in the organization of work and the employees’ organizational citizenship behavior?

Is there a positive correlation between social dependence of work life and the employees’ organizational citizenship behavior?

Is there a positive correlation between the developments of human capabilities payment with the employees’ organizational citizenship behavior?

Is there a positive correlation between the correlation of the employees’ quality of work life and organizational citizenship behavior? As presented in Table 1, according to the Pearson correlation, linear regression and average ranking software, the collected data reliability is considered acceptable. If the obtained value is more than 0.70 the measurement tools of the questionnaire has required reliability (because the value of the questionnaire of quality of work life, indicating the organizational citizenship behavior and dependence of work life with the employees’ organizational citizenship behavior)

The reliability of study tools, Cronbach’s alpha method was used which value was 0.844 for the questionnaire of work life, Richard Walton twenty-six standard questionnaire that has the five-point Likert scale was used (very low to very high). The scores have been given respective: 1 = very low, 2 = low, 3 = moderate, 4 = high, 5 = very high. To determine the validity of questionnaires, the group of experts’ idea was used. For the reliability of study tools, Cronbach’s alpha method was used which value was 0.844 for the questionnaire of organizational citizenship behavior and 0.922 for the questionnaire of quality of work life, indicating the questionnaire has required reliability (because the value obtained is more than 0.70 the measurement tools reliability is considered acceptable [9]). Using SPSS 17 software, the collected data was analyzed. The methods of Pearson correlation, linear regression and average ranking (AR) were used to analyze data.

**METHODS**

This is an applied study in terms of purpose, descriptive in nature and survey in terms of method; it's also a cross-sectional study in terms of collecting data. The statistical population in this study includes all formal and contractual employees of Marivan municipality that has been reported to have 90 employees from which a number of 73 people were selected by Morgan and Krejcie table. Data required for this study was collected in two ways: 1. Library method: The method has used books, theses, articles and databases for collecting data related to the study literature and history, 2. Field method: In this method, using the questionnaires and its distribution among the statistical sample, required data was collected. To measure organizational citizenship behavior Podsakoff and Mackenzie questionnaire cited to Organ model was used and includes five dimensions and twenty-two questions with the five-point Likert scale (completely disagree to completely agree). The scores given were respectively: 5 to completely agree, 4 to agree, 3 to no idea (neutral), 2 to disagree, and 1 to completely disagree. Also, to measure quality of work life, Richard Walton twenty-six standard questionnaire that has the five-point Likert scale was used (very low to very high). The scores have been given respectively: 1= very low, 2= low, 3= moderate, 4 = high, 5 = very high. To determine the validity of questionnaires, the group of experts’ idea was used. For the reliability of study tools, Cronbach's alpha method was used which value was 0.844 for the questionnaire of organizational citizenship behavior and 0.922 for the questionnaire of quality of work life, indicating the questionnaire has required reliability (because the value obtained is more than 0.70 the measurement tools reliability is considered acceptable [9]). Using SPSS 17 software, the collected data was analyzed. The methods of Pearson correlation, linear regression and average ranking (AR) were used to analyze data.

**FINDINGS**

To investigate the questions, Pearson correlation and linear regression were used to examine the impact of each variable. As it's presented in Table 1, according to the significance level of 0.000 and variables correlation that's close to 1 indicate there is a direct and positive relationship between the variables of employees' quality of work life and organizational citizenship behavior. On the other hand, the relationship is significant at the level of one percent. It should be noted that in this study citizenship behavior and quality of work variables have been considered as dependent and independent variables, respectively.

**Table 1: Pearson correlation, linear regression between the variables of employees’ quality of work life and citizenship behavior**

<table>
<thead>
<tr>
<th>Mark</th>
<th>N</th>
<th>Sig</th>
<th>R</th>
<th>The relationship between variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1</td>
<td>73</td>
<td>0.000</td>
<td>0.984</td>
<td>The first question: the relationship between fair and adequate payment with organizational citizenship behavior</td>
</tr>
<tr>
<td>X2</td>
<td>73</td>
<td>0.000</td>
<td>0.626</td>
<td>The second question: the relationship between safe and healthy workplace with organizational citizenship behavior</td>
</tr>
<tr>
<td>X3</td>
<td>73</td>
<td>0.000</td>
<td>0.939</td>
<td>The third question: the relationship between provision of opportunities for persistent growth and security with organizational citizenship behavior</td>
</tr>
<tr>
<td>X4</td>
<td>73</td>
<td>0.000</td>
<td>0.975</td>
<td>The fourth question: the relationship between legalism in the organization of work with organizational citizenship behavior</td>
</tr>
<tr>
<td>X5</td>
<td>73</td>
<td>0.000</td>
<td>0.885</td>
<td>The fifth question: the relationship between social dependence of work life with organizational citizenship behavior</td>
</tr>
<tr>
<td>X6</td>
<td>73</td>
<td>0.000</td>
<td>0.973</td>
<td>The sixth question: the relationship between total living space with organizational citizenship behavior</td>
</tr>
<tr>
<td>X7</td>
<td>73</td>
<td>0.000</td>
<td>0.612</td>
<td>The seventh question: the relationship between integration and cohesion in the organization of work with organizational citizenship behavior</td>
</tr>
<tr>
<td>X8</td>
<td>73</td>
<td>0.000</td>
<td>0.603</td>
<td>The eighth question: the relationship between developments of human capabilities with organizational citizenship behavior</td>
</tr>
<tr>
<td>Y= OCB</td>
<td>73</td>
<td>0.000</td>
<td>0.936</td>
<td>Total correlation of employees’ QWL with OCB</td>
</tr>
</tbody>
</table>

Also, R Square with the value of 0.996 and F with the value of 1433.313 value and significance level (Sig) 000/0 indicates that 0.996 of the variance by the predictive variable is significantly explained or standardized coefficient R, with the value of 0.936 shows the effective...
The role of independent variable in predicting a regression equation, moreover, the mark values in Table 1 reflects the quality of work life variables in a regression equation, and to know which variable of quality of work life has the greatest effect on employee citizenship behavior, as well. Using average ranking we studied the variables difference in terms of employees.

Table 2: Ranking of the variables of quality of work life in terms of employees

<table>
<thead>
<tr>
<th>Other statistical variables</th>
<th>Average ranking</th>
<th>Variable</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>N =73</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chi- Square= 9.392</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Df = 7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig = 0.226</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.09</td>
<td>fair and adequate payment</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>4.79</td>
<td>legalism in the organization of work</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>4.77</td>
<td>providing opportunities for persistent growth and security</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>4.58</td>
<td>safe and healthy workplace</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>4.39</td>
<td>integration and cohesion in the organization of work</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>4.18</td>
<td>developments of human capabilities</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>4.11</td>
<td>total living space</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>4.09</td>
<td>social dependence of work life</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

As it is shown in Table 2, according to the value of 0.226 of significance level (Sig) that is more five percent of alpha error level and Chi-square statistic of 9.392 with 7 degrees of freedom it shows that there is no dramatic difference between the variables in terms of employees and all of items are important in terms of employees and leads to create organizational citizenship behavior (OCB), but due to the specific level of average ranking and its values, it is clear that the fair and adequate payment of, legalism in the organization of work, providing opportunities for persistent growth and security, safe and healthy workplace, integration and coherence in the organization of work, developments of human capabilities, total living space, social dependence of work life, respectively have had the greatest effect on organizational citizens behavior.

Discussion and Conclusions

Today, citizenship behavior today is a valuable and useful behavior that people arbitrarily and voluntary display it. In other words, the structure of organizational citizenship behavior is followed by identification, administration and assessment of extra-role behaviors of employees who act in the organization and through their behaviors the organization effectiveness is improved [3]. Also during the recent years, the programs of quality of work life have been taken into consideration as one the appropriate policies to improve the employees’ position and prestige. Quality of work life is a process by which all members of the organization, through open and appropriate communication channels way that have been created for this purpose, somehow involve in decisions making that especially affect their jobs and workplaces environment, and as a result, their participation and satisfaction with their work will be increased and mental stress resulted from their work will be reduced [18]. causing appropriate behaviors and organizational citizenship behavior of employees. Furthermore, the article 87 of Civil Service Management Code has also noted that: agencies are required to executive organizations are in the charge of establishing appropriate workplaces and providing healthy and safe conditions for their employees. (Civil Service Management Code, 54; 2010). Therefore, the present study dealt with the issue that whether the implementation of quality of work life programs leading to citizenship behavior of employees? In this study, it was determined that the variables of quality of work life which include fair and adequate payment, healthy and security workplace, provision of opportunities for persistent growth and security, legalism in the organization of work, Social dependence of work life, total living space, integration and cohesion in the organization of work, and developments of human capabilities have a direct and positive relationship with organizational citizenship behavior. In the other words, it was identified that in employees' idea the most important variables of quality of work life included fair and adequate payment, legalism in the organization of work, provision of opportunities for persistent growth and security, healthy and security workplace, integration and cohesion in the organization of work, developments of human capabilities, total living space, Social dependence of work life that have the greatest impact on employees' citizenship behavior.

Practical Suggestions

By improving the quality of work life programs, encourage employees to grow and improve citizenship behaviors and develop the necessary skills in this field, and put them under the comprehensive trainings, try to behave employees with respect and maintain their dignity and status, give them the opportunity to express their thoughts and increase the organizational support of employees and fair behaviors between them, this will improve the employees' citizenship behavior. - The timely payment of salary and wage based on the person's criterion, increase level of quality of work life with your employees. Also use the facilities and privileges for more active and motivated employees as arrange in-service training programs for those who have less efficiency. – Provide quite safety and healthy work conditions for employees and creating a clean and healthy help them achieving citizenship behavior. – Providing the opportunity for employees to clarify their skills learned and ensuring job security and assuring of the firm income, prepare the possibility of potential capacity and abilities growth for them. Avoid discriminating against employees and the act rule must be for protecting rights of individuals, and there should be a unit predicted for complaints and litigation. - The employee's job should be designed so that
not to prevent him performing family duties and responsibilities and social roles. The grounds provide continuing education for staff working at the same time. Also the causes of continuing education concurrent with working should be provided for employees. Revise the organizational structure and move towards decentralization, make the employees aware of decisions making and give them necessary authorities to do the affairs. For this purpose, directors shall hold informal meetings between the employees and managers from time to time and encourage them to be aware of the issues of the day, commenting on the issues they think to be useful for the organization. And be aware of employees' idea on the quality of work life, it will cause the organizational commitment and citizenship behavior. – The organization managers should consider the programs of quality of work life as a part of the organization culture and conduct members to achieve it. Finally, create a sense of belonging and ownership for the organization employees towards their environment and increase responsibility, self-knowledge and citizenship behavior in them. - Quality of work life provides opportunities for employees through which a wide range of their needs of jobs and workplaces could be met. – The improvement of employees’ quality of work life requires efforts of the organization management to make supportive policies of human resources. Accordingly, the optimal use of human resources depends on preparing human resources strategies and actions to serve protecting body and soul and maintaining human dignity of employees. The actions including amenities, health care, job security, job design, job importance, career development, training and rehabilitation and so forth. This research is consistent with the studies conducted by Gohari (1997), Senobari (2000), Mohebbi et al (2011), Hosseini et al (2011), Bahrami and Sadeghzadeh (2012), Mahdad et al (2011).

REFERENCES
[22] Senobari M.”Organizational Citizenship Behavior”