

The Effect of Teaching Organizational Citizenship Behavior on the Quality of Working Life of Farhangian University Staff

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Abstract: The study aimed to investigate the effect of teaching organizational citizenship behavior on the quality of working life of staff. The research had a quasi-experimental method. The statistical population included all staff of Farhangian University of West Azerbaijan Province. 50 people were randomly selected as the sample size and were assigned to experimental and control groups. The research tools were Walton's organizational citizenship behavior and quality of working life training package. Data were analyzed by descriptive statistics (mean, standard deviation) and inferential statistics (analysis of covariance). The results showed that organizational citizenship behavior training affected the quality of work life of staff. Organizational citizenship behavior training was effective on fair and adequate payment, safe and healthy work environment, provision of opportunities for growth and continuous security, general living space, legalism in the labor organization, social dependence of work life, social integration and cohesion in the labor organization and human capabilities development.

Keywords: Organizational Citizenship Behavior, Quality of Work Life, Farhangian University.

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Introduction

One of the responsibilities of any social institution is to achieve the goals that form the causes for the existence of that institution. Achieving the organizational goals depends on the cooperation and coordination of all factors, whose systematic and regular interaction with each other gives meaning to the organization. In the meantime, the role of a factor is more obvious and prominent than others. It is the manpower at all levels of the organization. Manpower as a factor with awareness, consciousness, material and spiritual needs and individual goals and group and organizational expectations should be considered more than ever so as not to lose its dependence on the organization.

Given the importance and role of the organization's human resources, it is of great importance to address issues that lead to increased staff performance, reduced absenteeism and staff turnover, such as the quality of working life (QWL) (Hamidi et al., 2019). QWL has been introduced to humanities literature as an important part of staffs' workplace experiences since 1970s and has been described as a variable that can provide staff satisfaction over the decades since its inception. In recent years, QWL programs have played a fundamental role in increasing the productivity of human resources and as a result the efficiency and effectiveness of large organizations and companies (Hoveida et al., 2014). QWL is a philosophy and principle that shows people are the most important, reliable and responsible organizational resources, are able to make a valuable contribution to the organization and should be treated with respect and dignity. QWL includes opportunities to solve problems that bring mutual benefits to the staff and the employer and is based on cooperation in labor management. Some consider it as a method that leads to enhancing staff satisfaction and performance (Rose et al., 2006). The concept of QWL is currently related to a philosophy in organizations that seeks to increase the dignity of staffs, make changes in organizational culture, and increase the physical and mental well-being of staffs. In some organizations, QWL programs aim to increase staff trust, engagement, and problem-solving ability, thereby increasing organizational satisfaction and effectiveness (Ngambi, 2000).

Manpower faces new challenges in terms of composition and change in job skills, and hard-working managers are in an attempt to smooth over these challenges and push the rules and policies of the

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organization in a direction that can make the most of the opportunities resulting from the changes and deal with existing threats. In the completely changing and dominant conditions of organizations, increasing competition and the need for their effectiveness in such conditions, reveals their need for a valuable generation of staffs, referred to as organizational soldiers. In fact, these staffs are the distinctive feature of effective organizations from ineffective ones (Podsakov et al., 2000). The scope of QWL not only affects the job satisfaction of staffs but also affects the personal life of staffs including family, leisure and social needs. When the needs of staffs are not met in the workplace, they are more likely to experience a lot of work stress that will have negative implications on staff well-being and job performance and make staffs to be dissatisfied with their work (Emadzadeh, Khorasani, Nematizadeh, 2012). Findings show that the implementation of the QWL program results in reduced rate of staff complaints, reduced absenteeism, reduced enforcement of disciplinary regulations, increased staff positive attitude, increased staff participation in the program of suggestions and job satisfaction (Gordon Jodith, 1991). QWL is affected by organizational citizenship behavior (OCB) and this has been confirmed in some academic studies (Parastari, 2011, Hoveida et al., 2014).

OCB includes a variety of staff behaviors such as accepting and taking on additional responsibilities, following the organizational rules and procedures, maintaining and developing a positive attitude, patience and tolerance of dissatisfaction and problems at work, thus based on organizational theories, OCB contributes to the efficiency and effectiveness of organizations through changes in the sources of innovation and adaptability (Gholam Hosseini et al., 2010).

OCB is a conscious behavior that increases the organizational performance and effectiveness (Appelbaum et al., 1999). It is effective in the effectiveness of organizations because it increases the productivity of staffs and managers and also enables organizations to adapt to environmental change (Podsakoff et al., 2000).

In this regard, the research findings of Khalili Ghaleh Sari and Madanloo (2019) show that there is a statistically significant relationship between the OCB components and productivity and QWL of managers. The results of regression analysis also indicate that the contribution of each OCB component in predicting productivity and QWL of managers is different. In other words, among the OCB components, chivalry has the most share and civic behavior has the least share in predicting managers' productivity. It can also be said that among the OCB components, chivalry has the most relationship and conscience has the least relationship with QWL. The results of research by Ghanbarpour Nosrati et al. (2016) show that QWL has a significant positive effect on OCB and organizational justice has no significant effect on OCB. These two variables also explain a total of 19% of changes in OCB. Hoveida et al. (2014) in examining the relationship between good character and QWL and OCB concluded that good character has a positive effect on OCB. Good character has a positive effect on the QWL. QWL has a positive effect on OCB.

The results of the research hypotheses of Almasi et al., (2011) show that there is a significant relationship between the components of QWL (fair pay, safe work environment, opportunity for growth, social dependence and general working life environment, social cohesion, legalism in the organization and human resource development) and staff performance; in other words, staff performance is affected by the increase or decrease of each component of QWL. The organization can therefore improve the staffs' performance by improving these components.

Peadra (2013) shows that OCB as a behavior beyond the prescribed job roles and directly or explicitly identified through the formal reward system, improves work efficiency and makes the organizational resources more productive in achieving its goals. Bolino and Turnley (2003) show that there is a significant positive relationship between QWL and OCB. They also show that all dimensions of QWL (fair and adequate pay, safe and healthy work environment, providing opportunities for growth and security, legalism in the organization, social dependence of working life, overall living space, organizational integration and cohesion and human capabilities development) have a positive relationship with OCB, which has been statistically significant in all dimensions except for the legalism in the organization.

Given the importance of these two components, and the lack of studies on these concepts at Farhangian University of West Azerbaijan Province, the researcher seeks to answer the question "whether teaching OCB is effective in the QWL in staff of Farhangian University, West Azerbaijan Province.

Hypotheses

Main hypotheses

Organizational citizenship behavior training has an effect on the quality of work life of staffs.

Sub-hypotheses

- Organizational citizenship behavior training has an effect on fair and adequate payment of staffs.
- Organizational citizenship behavior training has an effect on the safe and healthy work environment of staffs.
- Organizational citizenship behavior training has an effect on providing opportunities for growth and continuous staff security.
- Organizational citizenship behavior training has an effect on staff legalism in organization.
- Organizational citizenship behavior training has an effect on social dependence in staffs' working lives.
- Organizational citizenship behavior training has an effect on the overall living environment of staffs.
- Organizational citizenship behavior training has an effect on the social cohesion of staffs.
- Organizational citizenship behavior training has an effect on the development of staffs' human capabilities.

Methods

The present study is applied in terms of purpose and survey in terms of data acquisition method. It is a questionnaire in terms of tools, and it is a pre-test-post-test experimental design with a control group in terms of data collection method. The statistical population of this study includes all staffs working in Farhangian University of West Azerbaijan Province. In this study, two groups of 20 were selected by simple random sampling and one group is selected as the experimental group and the other as the control group. Then the Walton Questionnaire (1973) pre-test is performed. After the educational intervention, the Walton (1973) questionnaire is completed by both experimental and control groups in the post-test phase.

In this study, content validity has been used to determine the validity of the measurement tool. In order to obtain the validity of the questionnaire, using the opinions and guidance of several professors of educational sciences, the questions of this questionnaire are examined. In this study, Cronbach's alpha is used to evaluate the reliability of the questionnaire. The values obtained are reported in the following table:

Components	Cronbach's alpha
Fair and adequate payment	0.79
Safe and healthy work environment	0.81
Providing opportunities for growth and continuous security	0.79
Overall life space	0.83
Legalism in the organization	0.82
Social dependence of work life	0.85
Social integration and cohesion in the organization	0.92
Development of human capabilities	0.90
Total questionnaire	0.84

Organizational Citizenship Behavior Training Package

First session

Introduction and acquaintance

Familiarity of the instructor and staff, explanation of the goals of the sessions by the instructor, definition of organizational citizenship behavior

Second session

Advantages of organizational citizenship behaviors

The advantages of OCB from the perspective of staffs and then expressing it from the perspective of the instructor, giving objective examples of all aspects of these behaviors, presenting homework, feedback

Third session

Interpretation and evaluation of organizational citizenship behaviors

Assessing the homework of the previous session, dividing the types of OCB and its components, [resenting homework, feedback

Fourth session

Factors affecting organizational citizenship behaviors

Assessing the homework of the previous session, factors affecting OCB, such as environmental, cultural, genetic factors, personality definition and personality factors affecting OCB, presenting homework, feedback

Fifth session

Emotion and control

Examining the homework of the previous session, defining emotion and its types, how emotion is formed, the relationship between emotion and citizenship and anti-citizenship behaviors, defining control and its relationship with OCB, how to control and manage emotion.

Sixth session

Objective education of various citizenship behaviors and objective examples in the workplace

Examining the homework of previous session, the importance of citizenship behaviors, review of staffs' opinions (on what should be done to increase OCB), questions and answers among staffs.

Seventh session

Familiarity with organizational citizenship behavior patterns

Assessing the homework of the previous session, familiarity with the OCB pattern and resolving staffs' intellectual ambiguities, auxiliary behaviors, chivalry, citizenship dignity, conscience, loyalty, obedience, self-development, presenting homework, feedback

Eighth session

Summarization

Providing a summary of OCBs, objective representations, questions and answers between staffs and feedback by staffs.

Findings

Descriptive Statistics

The mean and standard deviation of quality of life of experimental and control groups in pre-test and post-test are shown in Tables 1 and 2.

Table 1 shows the descriptive indicators of the QWL of the experimental group in pre-test and post-test. As can be seen, the mean of the experimental group in the pre-test and post-test has changed significantly.

Table 2 shows the descriptive indicators of the QWL of the control group in pre-test and post-test. As can be seen, the mean of the control group in the pre-test and post-test do not change significantly. The difference between the mean in the post-test of the experimental group compared to the control group indicates an improvement in the QWL score of this group.

Table 1. Descriptive indicators of QWL in the experimental group

Component	Step	Number	Mean	SD
Fair and adequate payment	Pre-test	25	7.98	2.09
	post-test	25	11.65	1.59
Safe and healthy work environment	Pre-test	25	9.45	1.89
	post-test	25	13.65	1.29
	Pre-test	25	9.87	2.71

Providing opportunities for growth and continuous security	post-test	25	12.52	2.09
Legalism in the organization	Pre-test	25	14.06	2.56
	post-test	25	17.45	1.84
Social dependence of work life	Pre-test	25	10.17	2.62
	post-test	25	12.43	2.09
Overall life space	Pre-test	25	12.77	1.89
	post-test	25	17.43	1.32
Social integration and cohesion in the organization	Pre-test	25	9.52	1.64
	post-test	25	13.45	1.09
Development of human capabilities	Pre-test	25	11.05	2.02
	post-test	25	13.56	1.32

Table 2. Descriptive indicators of QWL in the control group

Component	Step	Number	Mean	SD
Fair and adequate payment	Pre-test	25	7.65	1.95
	post-test	25	8.09	2.09
Safe and healthy work environment	Pre-test	25	9.18	2.09
	post-test	25	8.75	2.07
Providing opportunities for growth and continuous security	Pre-test	25	9.7	2.54
	post-test	25	9.18	1.98
Legalism in the organization	Pre-test	25	13.45	2.59
	post-test	25	13.7	3.32
Social dependence of work life	Pre-test	25	8.95	1.59
	post-test	25	8.2	1.89
Overall life space	Pre-test	25	13.21	1.54
	post-test	25	12.95	1.74
Social integration and cohesion in the organization	Pre-test	25	9.95	1.48
	post-test	25	10.32	1.64
Development of human capabilities	Pre-test	25	11.43	1.64
	post-test	25	12.32	2.09

Inferential statistics

In order to test the hypotheses, the analysis of covariance at a significant level of alpha = 0.05 has been used. Before mentioning these analyzes, its assumptions are examined:

Investigation of the assumption of homogeneity of regression slope

At this stage, the homogeneity of the regression slope between the variables of group and pre-test and post-test has been investigated. Given that the significant level of interaction between the group variable and the pretest is greater than the assumed error ($P < 0.05$), so the regression slope of the two variables is homogeneous. In other words, the homogeneity of the regression slope is not violated.

Table 3. Homogeneity of regression slope between group and pretest variables

	Sum of squares	DoF	Squared mean	F	Significance level
Group	679/419	1	679/419	3/241	0/077
Pretest	16804/027	1	16804/027	80/168	P<0/001
Group and pretest interaction	218/752	1	218/752	1/044	0/311

Investigation of the homogeneity of variance

The Levene’s test is used to investigate the homogeneity of variance of scores between the two groups on the QWL variable (pre-test). Given the significance level of Leven’s test which in Table 4, is more than the assumed error in the research ($P > 0.05$), the variance of the scores of the cells in the table is identical and the assumption of homogeneity of the variances is also confirmed.

Table 4. Levene's test to examine the homogeneity of variance of groups in QWL

Variable	F	DoF ₁	DoF ₂	Significance level
Fair and adequate payment	0.02	1	48	0.88
Providing opportunities for growth and continuous security	0.07	1	48	0.8
Safe and healthy work environment	0.05	1	48	0.78
Legalism in the organization	0.67	1	48	0.42
Social dependence of work life	0.21	1	48	0.32
Overall life space	0.45	1	48	0.43
Social integration and cohesion in the organization	0.92	1	48	0.89
Development of human capabilities	0.78	1	48	0.124

If the significance level in Levene's test is more than 0.05 and if the significance coefficient (p) is greater than the significance level ($\alpha = 0.05$), the null hypothesis is rejected and it can be said that the variance of the groups is homogeneous. According to Table 4, the significance level F indicates that the homogeneity of variance in the experimental and control groups is established in all subscales.

Normal distribution of pre-test and post-test scores

This assumption was made using the Kolmogorov-Smirnov test and the results are presented in Table 5:

Table 5. Kolmogorov-Smirnov test to evaluate the normality in the dimensions of QWL

Variable	Statistical indicator	DoF	Significance level
Fair and adequate payment	0.306	49	0.210
Providing opportunities for growth and continuous security	0.285	49	0.324
Safe and healthy work environment	0.321	49	0.236
Legalism in the organization	0.125	49	0.521
Social dependence of work life	0.761	49	0.610
Overall life space	0.810	49	0.612
Social integration and cohesion in the organization	0.382	49	0.127
Development of human capabilities	0.912	49	0.459

Due to the significant level in this test, which is more than 0.05, there is no significant difference between the distribution of scores and the normal distribution. Therefore, the assumption of normal distribution is also observed and thus it is possible to use analysis of covariance in testing hypotheses.

Hypothesis 1

Organizational citizen behavior training affects the quality of life of staffs.

Table 6 shows the mean values and standard deviation of pre-test and post-test scores of QWL. Based on the information obtained, the mean values in the pre-test did not show much difference between the scores of QWL of the experimental and control group staffs, while in the post-test the mean of the two groups was different and the mean of the experimental group was greater than the control group.

Table 6. Mean values and standard deviation of pre-test and post-test quality score of QWL

Groups	Number	Pretest		Posttest	
		Mean	SD	Mean	SD
Experimental	25	9.41	2	12.82	1.5
Control	25	9.24	1.86	9.23	2

The test results ($F = 113.93$ and $P < 0.001$) show the significant effect of OCB training on the quality of life of staffs, therefore, the null hypothesis is rejected and teaching OCB to the experimental group has been able to increase their QWL.

ETA squared index (effect size) indicates the effect of OCB training on QWL. According to Cohen (1993), if the ETA square is equal to or less than 0.01, the effect is small, and if it is equal to or less than 0.06, the amount of effect is moderate, and if it is equal to or greater than 0.14, the effect is strong. The data in the table above in the present study suggest a strong effect size.

Table 7. Covariance test to investigate the effect of OCB training on the QWL of staffs

Sources of change	Sum of squares	DoF	Squared mean	F	Significance level	Squared ETA
Pretest	18771.703	1	18771.703	78.243	P<0/001	0.611
Group	22338.802	1	22338.802	93.113	P<0/001	0.651

OCB training affects the fair and adequate payment of staffs.

Table 8 shows the mean and standard deviation of pre-test and post-test scores of fair and adequate payment. Based on the information obtained, the mean values in the pre-test did not show much difference between the fair and adequate payment scores of the experimental and control group staff, while in the post-test the mean of the two groups was different and the mean of the experimental group was larger than the control group.

Table 8. Mean and standard deviation of pre-test and post-test scores of fair and adequate payment

Groups	Number	Pretest		Posttest	
		Mean	SD	Mean	SD
Experimental	25	6.78	2	10.45	1.5
Control	25	6.45	1.86	6.89	2

Table 9 shows the results of analysis of covariance on the effect of OCB on the mean scores of fair and adequate payment post-test. F observed at the level of 0.05 shows a significant difference between the post-test of the mean scores of fair and adequate payment in the experimental and control group staff. Therefore, it can be acknowledged that the training of OCB has improved the fair and adequate payment of the staff of the experimental group.

Table 9. Results of analysis of covariance of the effect of OCB on the mean scores of fair and adequate payment post-test

Source	Sum of squares	DoF	Squared mean	F	Significance level	Squared ETA
Pretest	122.65	1	122.65	1.25	0.36	0.469
Group	1887.30	1	1887.30	14.5	0.001	0.334

Hypothesis 2

Organizational citizen behavior training has an effect on the safe and healthy work environment of staffs.

Table 10 shows the mean and standard deviation of pre-test and post-test scores of safe and healthy work environment. Based on the information obtained, the mean values in the pre-test did not show much difference between the scores of safe and healthy work environment of the experimental and control group, while in the post-test the mean of the two groups was different and the mean of the experimental group was larger than the control group.

Table 10. Mean and standard deviation of pre-test and post-test scores of safe and healthy work environment

Groups	Number	Pretest		Posttest	
		Mean	SD	Mean	SD
Experimental	25	8.25	1.8	12.45	1.2
Control	25	7.98	2	7.55	1.98

Table 11 shows the results of analysis of covariance on the effect of OCB on the mean scores of post-test safe and healthy work environment. F observed at the level of 0.05 shows a significant difference between the post-test of the mean scores of safe and healthy work environment of the experimental and control group. Therefore, it can be acknowledged that training OCB has improved the safe and healthy work environment of the experimental group staff.

Table 11. Results of analysis of covariance of the effect of OCB on the mean scores of post-test safe and healthy work environment

Source	Sum of squares	DoF	Squared mean	F	Significance level	Squared ETA
Pretest	72.23	1	72.23	1.38	0.47	0.338
Group	1492.52	1	1492.52	12.44	0.001	0.468

Hypothesis 3

Organizational citizenship behavior training has an effect on providing opportunities for growth and continuous staff security.

Table 12 shows the mean and standard deviation of pre-test and post-test scores providing continuous growth opportunity and security. Based on the information obtained, the mean values in the pre-test did not show much difference between the scores of providing growth opportunities and continuous security of the experimental and control group staff, while in the post-test the mean of the two groups was different and the mean of the experimental group was larger than the control group.

Table 12. Mean and standard deviation of pre-test and post-test scores of providing opportunities for growth and continuous security

Groups	Number	Pretest		Posttest	
		Mean	SD	Mean	SD
Experimental	25	8.67	2.62	11.32	2
Control	25	8.50	2.45	7.98	1.89

Table 13 shows the results of analysis of covariance on the effect of OCB on the mean scores of post-test of providing opportunities for growth and continuous security. F observed at the level of 0.05 shows a significant difference between the post-test, the mean scores of providing growth opportunity and continuous security of the experimental and control group staff. Therefore, it can be acknowledged that training OCB has improved the provision of growth opportunities and continuous security of the experimental group staff.

Table 13. Results of analysis of covariance of the effect of OCB on the mean scores of post-test of providing opportunities for growth and continuous security

Source	Sum of squares	DoF	Squared mean	F	Significance level	Squared ETA
Pretest	55.14	1	55.14	1.22	0.49	0.240
Group	1474.24	1	1474.24	12.15	0.001	0.098

Hypothesis 4

Organizational citizenship behavior training has an effect on staff organization.

Table 14 shows the mean and standard deviation of pre-test and post-test scores of legalism in the organization. Based on the information obtained, the mean values in the pre-test do not show much difference between the scores of legalism in the organization of the experimental and control groups, while in the post-test the mean of the two groups is different and the mean of the experimental group is larger than the control group.

Table 14. Mean and standard deviation of pre-test and post-test scores of legalism in the organization

Groups	Number	Pretest		Posttest	
		Mean	SD	Mean	SD
Experimental	25	12.86	2.47	16.25	1.75
Control	25	12.25	2.50	12.50	2.23

Table 15 shows the results of analysis of covariance on the effect of OCB on the mean scores of post-test of legalism in the organization. F observed at the level of 0.05 shows a significant difference between the post-test of the mean scores of legalism in the organization of the experimental and control groups. Therefore, it can be acknowledged that training OCB has improved the legalism in the organization of the experimental group.

Table 15. Results of analysis of covariance of the effect of OCB on the post-test mean scores of legalism in the organization

Source	Sum of squares	DoF	Squared mean	F	Significance level	Squared ETA
Pretest	82.75	1	82.75	1.60	0.25	0.018
Group	1488.67	1	1488.67	12.31	0.001	0.236

Hypothesis 5

Organizational citizenship training has an effect on social dependence in staff working life.

Table 16 shows the mean and standard deviation of pre-test and post-test scores of social dependence in working life. Based on the information obtained, the mean values in the pre-test did not show much difference between the scores of social dependence in the working life of the experimental and control groups, while in the post-test the mean of the two groups was different and the mean of the experimental group was larger than the control group.

Table 16. Mean and standard deviation of pre-test and post-test scores of social dependence in working life

Groups	Number	Pretest		Posttest	
		Mean	SD	Mean	SD
Experimental	25	8.97	2.53	11.23	2
Control	25	7.75	1.50	7.00	1.0

Table 17 shows the results of analysis of covariance on the effect of OCB on the mean scores of post-test of social dependence in working life. F observed at the level of 0.05 shows a significant difference between the post-test of the mean scores of social dependence in the working life of the experimental and control groups. Therefore, it can be said that OCB training has improved social dependence in the working life of the experimental group.

Table 17. Results of analysis of covariance of the effect of OCB on the mean scores of post-test of social dependence in working life

Source	Sum of squares	DoF	Squared mean	F	Significance level	Squared ETA
Pretest	41.85	1	41.85	0.87	0.74	0.322
Group	1004.14	1	1004.14	7.18	0.005	0.247

Hypothesis 6

Organizational citizenship behavior training affects the staff overall living space.

Table 18 shows the mean and standard deviation of pre-test and post-test scores of the overall living space. Based on the information obtained, the mean values in the pre-test did not show much difference between the scores of the overall living space of the experimental and control groups, while in the post-test the mean of the two groups was different and the mean of the experimental group was larger than the control group.

Table 18. Mean and standard deviation of pre-test and post-test scores of overall living space

Groups	Number	Pretest		Posttest	
		Mean	SD	Mean	SD
Experimental	25	11.57	1.8	16.23	1.23
Control	25	12.01	1.45	11.75	1.65

Table 19 shows the results of analysis of covariance on the effect of OCB on the mean of post-test scores of the overall living space. The F observed at the level of 0.05 shows a significant difference between the post-test and the mean scores of the overall living space of the experimental and control groups. Therefore, it can be said that OCB training has improved the overall living space of the experimental group.

Table 19. Results of analysis of covariance of the effect of OCB on the post-test mean scores of the overall living space

Source	Sum of squares	DoF	Squared mean	F	Significance level	Squared ETA
Pretest	451.35	1	451.35	0.97	0.45	0.261
Group	1024.28	1	1024.28	17.29	0.005	0.273

Hypothesis 7

Organizational citizen behavior training has an effect on the unity and social cohesion of staffs.

Table 20 shows the mean and standard deviation of pre-test and post-test scores of social unity and cohesion. Based on the information obtained, the mean values in the pre-test did not show much difference between the scores of social unity and cohesion in the organization of the experimental and control groups, while in the post-test the mean of the two groups was different and the mean of the experimental group was larger than the control group.

Table 20. Mean and standard deviation of pre-test and post-test scores of social unity and cohesion

Groups	Number	Pretest		Posttest	
		Mean	SD	Mean	SD
Experimental	25	8.32	1.55	12.25	1
Control	25	8.75	1.39	9.12	1.55

Table 21 shows the results of analysis of covariance on the effect of OCB on the mean scores of post-test of social unity and cohesion. F observed at the level of 0.05 shows a significant difference between the post-test of the mean scores of social unity and cohesion of the experimental and control groups. Therefore, it can be said that training OCB has improved the social unity and cohesion of the experimental group.

Table 21. Results of analysis of covariance of the effect of OCB on the mean scores of post-test of social unity and cohesion

Source	Sum of squares	DoF	Squared mean	F	Significance level	Squared ETA
Pretest	812.23	1	812.23	1.86	0.37	0.043
Group	1268.32	1	1268.32	21.49	0.001	0.169

Hypothesis 8

Organizational citizen behavior training has an effect on the development of staffs' human capabilities.

Table 22 shows the mean and standard deviation of pre-test and post-test scores of human capability development. Based on the information obtained, the mean values in the pre-test did not show much difference between the developmental scores of the experimental and control groups, while in the post-test the mean of the two groups was different and the mean of the experimental group was larger than the control group.

Table 22. Mean and standard deviation of pre-test and post-test scores of human capabilities development

Groups	Number	Pretest		Posttest	
		Mean	SD	Mean	SD
Experimental	25	9.85	1.93	12.45	1.23
Control	25	10.23	1.55	11.12	2

Table 23 shows the results of analysis of covariance on the effect of OCB on the mean scores of post-test development of human capabilities. F observed at the level of 0.05 shows a significant difference between the post-test of the mean scores of human capabilities development of the experimental and control group. Therefore, it can be said that OCB training has improved the development of human capabilities of experimental group staffs.

Table 23. Results of analysis of covariance of the effect of OCB on the mean scores of post-test development of human capabilities

Source	Sum of squares	DoF	Squared mean	F	Significance level	Squared ETA
Pretest	712.17	1	712.17	1.88	0.47	0.088
Group	1092.52	1	1092.52	32.24	0.001	0.141

Discussion and conclusion

The study aimed to investigate the effect of OCB training on the QWL of staffs of Farhangian University of West Azerbaijan Province. Among them, 50 staffs were selected as the sample size and were randomly divided into experimental and control groups. The experimental group was provided with an organizational citizenship behavior training package virtually, but the control group did not receive any training. After collecting information, the data were analyzed by analysis of covariance.

Data analysis showed that OCB training has an effect on fair and adequate payment to staffs. According to the researcher, OCB training makes the individual be familiar with social criteria and staff criteria with different types of work and to consider payments as fair and adequate. Payment system is a necessary activity through which organizations evaluate the work of individuals to distribute direct and indirect monetary and non-monetary rewards within the framework of legal regulations and their ability to pay among them. Data analysis also showed that OCB training has an effect on a safe and healthy work environment. It seems that the physical and psychological conditions of the work environment had an effective relationship with job satisfaction and psychological stress of individuals and also had a significant effect on their performance. The more people believe that the health points in the organization are observed, the working hours are appropriate and the existence of noise and air pollution in the workplace is prevented, the more they will be willing to perform desirable civic functions than their colleagues in the organization.

Another result was that OCB training had an effect on provision of opportunities for growth and continuous security of staffs. Job security actually determines the degree of job stability of individuals. Staffs' enjoyment of job security indicators, their sense and perception of their work environment and the desirability of psychological conditions governing their work improved and as a result increased their job satisfaction. The final result was better performance of people in personal areas of work and its interactive aspects with other people. Pleasant feeling resulting from their and others' promotion, support of working groups and a positive view of the future of work could raise people's morale and reduce the amount of stress, absenteeism, turnovers, etc.

Further analysis of the data showed that OCB training had an effect on the organization of staffs. Today, every staff wants to know what the scope of permissible behavior is and to receive such feedback, they consider the internal rules and regulations of the organization. If there are legal rules in the organization and the behavior of individuals is formed according to these rules, then a work environment will be created that is free of discrimination and in which the superior treatment of staffs is fair and equitable. Staffs in such an environment can express their opinions freely without fear of managers. In fact, in such an environment, there are always written ways to complain to higher authorities, and cultural diversity and individual differences are respected. Performance feedback provides opportunities for improvement, and in general, staffs enjoy relative tranquility in such an environment.

Data analysis also showed that OCB training had an effect on social dependence in staffs' working lives. Organizational social responsibility is the commitment of organizations to observe ethical behavior as social institutions in its broadest sense. The term suggests that managers must be sure that their ethical framework is generalized throughout the organization. Organizations and their managers are currently facing increasing social responsibility for decisions. We expect responsible organizations to have a positive effect on the public welfare of the community in which they operate. Likewise, these organizations must feel responsible for the environment and avoid harming it. According to the results of testing this hypothesis, it can be said that OCB training has created the belief in staffs that organizations should not be prejudiced and one-dimensional vision should not prevail the organization, teamwork should be supported, informal staff relationships should be considered. Social dependence actually refers to how staffs perceive the organization's social responsibility.

Another result of this study indicated that OCB training had an effect on the overall living space of staffs. The overall space of life means establishing a balance between work schedule and work-related travel so that the staff's fulfillment of the organization's request does not disrupt family life and leisure. OCB training has led people to believe that people can play other social roles in addition to their job, and that their profession does not prevent them from fulfilling their family responsibilities, but also creates the necessary leisure time for them.

According to the results, it can be said that OCB training has led people to believe that they should create a balance between work life and other parts of staffs' life (leisure, education, family life). This training has also made staffs pay attention to their non-professional activities outside of the workplace with which they are involved.

Another result of this research was that OCB training had an effect on the social unity and cohesion of staffs. Social cohesion and integration means creating a work environment in which people trust each other, provide opportunities for career advancement, and work is done according to the administrative hierarchy. OCB training has created an atmosphere among staffs that staffs feel belonging in such an environment, they feel that they and their work are needed by the organization and can use their potential to achieve organizational goals. This refers to the organizational commitment of individuals. Commitment is an important variable in understanding the working behavior of staffs in the organization. The strongest characteristics of commitment-based behavior is willpower. If one understands the threatening or problematic elements, there will be no sense of responsibility for such consequences, and social cohesion will allow staffs to stay with the organization longer, and their individual efforts for the organization will not be opposed to organizational efforts. In fact, it is a force that connects staffs to the organization. A sense of loyalty and belonging to the organization actually describes the feeling of staffs to the organization. According to the results, it can be said that OCB training has created social integration and cohesion among staffs and this has led to the creation of a kind of work environment so that staffs feel a sense of belonging, if staffs feel that they and their work are not required by the organization, they cannot use their potential to achieve the organizational goals.

Analysis of the latest hypothesis showed that OCB training has an effect on the development of staff human capabilities. Human resource development refers to provision of opportunities such as the use of independence and self-control in work, the use of various skills, access to appropriate work information. OCB training has led to the development of human capabilities as a process to improve and enhance capabilities, increase knowledge and awareness, and change the staff attitude. According to the results, it can be said that OCB training has increased the knowledge and skills of individuals in the field of work and has also increased the level of self-control and self-governance of individuals so that individuals have decision-making power in their area of operation and perform their activities more skillfully. This result was in line with the results of Khalili Ghale Sari and Madanloo (2019), Ghanbarpour Nosrati et al. (2016), Hoveida et al. (2014), Almasi et al. (2011), Peadra (2013), Bolino and Turnley (2003).

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