

Examining the Relationship between Organizational Political Climate with Organizational Citizenship Behavior (OCB) and Quality of Working Life of Employees in Offices of Industry and Mining Organization, West Azerbaijan

Said Dilmaghany^{1*}, Esmacil Asadi², Abd Alrasool Taheri³

¹Department of Management, Payame Noor University, PO BOX 193953697 Tehran, I.R. of IRAN

²Department of Management, Shahid Sattari University of Aeronautical Engineering, Tehran, Iran

³Department of Management, Roudehen Branch, Islamic Azad University, Roudehen, Iran

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Abstract

The research aims to investigate the impact of organizational political climate on organizational citizenship behavior and quality of working life in offices of Industry and Mining Organization, West Azerbaijan. It is an applicable research objectively; while it is descriptive-survey type, in terms of conducting method. The research population includes 150 employed staff in offices of Industry and Mining Organization, West Azerbaijan. Using the Morgan's formula, there were selected 150 employees as the sample size that we used the available sampling method. Three standard questionnaires were used as the research collecting tools that we considered opinions of teachers and experts in management field to determine content and apparent validity. To test its reliability, we used Cronbach's alpha test that alpha coefficient of all three questionnaires is reliable. Results of MANOVA analysis showed a significant relationship between organizational political climate with all components of citizenship behavior. There is also a significant relationship between organizational political climate with all components of working life quality.

Key Words: organizational political climate, organizational citizenship behavior, quality of working life, personnel mine industry bureau

Introduction

From systematic viewpoint, organization interacts with various subsystems, as a whole system, which any change in the subsystems affects on other subsystems and eventually the whole system. In the meantime, as a complex subsystem, human being as plays a fundamental role in organizations on today's organizations. He makes his activities in the organization based on his own attitudes and motivations. According to the proposed framework by Levitt (1960) and completed by Scott-Morton, the influences and relations are visible to a large extent. In this framework, individuals and roles are fundamental foundations that are closely linked to organizational culture and behaviors. Political climate of organizations refers to a set of the effective activities that are used by employees to

achieve their wishes and objectives in workplace. The political climate in organizations usually includes achieving personal interests, benefits and profits at the expense of others. The main purpose of the present paper is to assess political climate in organizations and provide a model to show its impact on staff behavior and quality of their work life. However, many studies have discussed about negative results of political climate in organizations, but we believe that in certain conditions, political climate can have beneficial effects for organization and for individuals. Manpower, which is now referred as human capital, is one of the most important assets of any organization that its quality can play a significant role in its growth. Given to its complexities, there are emerging various discussions on behavioral aspects. In recent years, organizational citizenship behavior (OCB) has been considered as one of the aspects. Generally, citizenship behavior is a valuable and useful behavior that people exhibit it desirably and voluntarily. Accordingly, studying such behaviors in organizations has been known as organizational citizenship behavior. In today's complex societies, components of quality of working life have influenced all aspects of people's lives. About the importance of job, sociologists believe that there are generally three important steps in life of each person: choosing field of study, choosing spouse and choosing career. Job may be effective in lives of individuals more than any other factor. Occupation determines social class, place of residence, lifestyle, working hours and leisure time of a person at home. Job affects psychological states, attitudes, values, goals, live prospective and political beliefs of each person indirectly. Anro believes that there is no position in society that can satisfy basic needs of people at all levels such as job and career (Poorsoltani et al, 2012). Implementing and improving indicators of quality of working life is a process that employee can benefit from all their capabilities to implement the considered objectives.

1-1 Problem State

Quality of working life can be considered as a key factor in creating and maintaining satisfaction as well as increasing productivity of

human resources and organizations. If employees (who are the most important constituent elements of an organizations) are not satisfied, they will not willing to stay in the organization. Quality of working life is one of the most important issues in management science and plays its role as an important factor in efficiency of organization. Therefore, there should be conducted studies in the field to determine quality of working life on organizational productivity. Many employees are dissatisfied on their work and seek more meaningful job. They want further monitor and intervene in their work and are not be considered as beads in a great system. When employees are treated with respect and they have the opportunity to express their thoughts as well as when they are more involved in decision-making, they will show proper and suitable reactions (Toosi & Saebi, 1997). However, the more satisfaction of employees from their working conditions, the less possibility to leave their work place; and the more dissatisfaction, the more absenteeism, dropouts and leaving organization (Asefzadeh & Rezapoor, 2008). As governmental departments and organizations are considered as executors for implementing government policies in different sectors, therefore, their mission requires that they identify all issues related to their success and improving their performance and take main steps to solve problems of their manpower. As a result, responsibility of managers to improve quality of work life will be more important because improving quality of working life, examining organization political climate and studying organizational citizenship behavior will improve quality of providing services to people and consequently, increase level of their satisfaction. Therefore, the present research was conducted to determine the effect of variables of organization political climate and organizational citizenship behavior on quality of working life and explain the relationships between both variables. In this study, in addition to review the conceptual definitions such as organization political climate and study organizational citizenship behavior, we tried to examine their impact on quality of working life of employees to achieve the desired level of performance. As a result, the research main question was designed as the following: Do organization political climate and organizational citizenship behavior affect quality of working life of employees in offices of Industry and Mining Organization, West Azerbaijan?

1-2 The Research Importance and Necessity

Many scientists believe that organizational behavior sciences constitute irrefutable aspect of today's modern world. Although organizations are established and organized based on diverse and different targets, but undoubtedly, all of them are guided and organized based on physical and mental efforts of manpower as their key element. Justice and its implementation is one of the basic and natural needs of human beings that has always provided a proper bed to develop human societies throughout history. Achieving organizational goals depends on the ability of human force in carrying out the assigned duties. Human resource is one of the most important factors to improve productivity and achieve organization's goals. Organizational citizenship behavior is defined as a positive measure of employees to improve efficiency and cohesion of working environment that beyond organizational requirements. Oregon defined organizational citizenship behavior as follows: behavior of an individual that is done voluntarily and has been directly organized by the formal reward system that increases efficiency and effectiveness of organization performance generally. Results of organization political climate can be measured by implementing level of staff goals. Since every person has some expectations from his work and policy can be a tool to achieve these objectives, in many cases, fulfilling the expectations shows the effectiveness of political climate in an organization. This effectiveness is a gap between what we want to achieve and what we really get. As our country is going through construction stage, it is necessary that organizations play a greater and better role to realize the matter more quickly. One of such issues will be realized by paying attention and motivating human resources of organizations that are the most important factors affecting their productivity. Accordingly, using new styles of management by considering to environmental and cultural conditions in our country can play an important role in this issue. In this way, we can improve quality of working life that is one of the most important management issues and has been ignored among a lot of theories and studies. Then we can conduct a research in this field and determine the role of improving quality of working life in productivity of organizations in the country.

1. Theoretical Expression and the Research History

2-1 Organizational Political Climate

There are many definitions on political climate in organization. Some views interpret organizational policies as using power to influence decision-making processes and ensure suitability of consequences of a situation for a powerful person. Organizational policies have been defined as process of coalition to control over a situation and ensure a

positive result for that coalition. In organizations, policy is a fact of life. Those who fail to understand political behaviors cannot understand the fact that organization is a political system. If we could define all organizations and their formal groups with such characteristics, the world would be a rose garden: supportive, harmonious, disinterested, without personal opinion, trusted, reliable, helpful, goodwill and having spirit of cooperation and collaboration. A non-political perspective can guide us to be convinced that employees and members of an organization always take steps toward meeting organizational goals and behave like this. Conversely, a political perspective will cause that we consider a lot of observed cases in the organization as irrational and illogical behaviors.

2-2 Organizational Citizenship Behavior (OCB)

Over the past decade, Oregon et al (Oregon & Smith, 1983; Oregon, Baterman & Nier, 1983) proposed the term of organizational citizenship behavior based on concepts such as “willingness to cooperate”, “differentiation of role reliable performance” and “innovative and spontaneous behaviors” for the first time in 1983. Oregon (1988) considers organizational citizenship behavior as a spontaneous and conscious behavior that has not been directly or explicitly strengthened by formal organizational reward system, but it overall enhances organizational effectiveness. The spontaneous and conscious means that this behavior is not a mandatory necessity of the role or based on the job description, but is mainly a behavior based on personal choice and it will not have a punishment due to lack of its performance. Oregon (1988) considers organizational citizenship behavior as a favorable situation because such a behavior increases the available resources for organization, on the one hand, and reduces the need for official costly control mechanisms (quoted by Bikton et al, 2008). Podsakov believes that organizational citizenship behavior is an optional behavior that is not included in the job description or role behaviors, it is not considered in employment commitment of staff, it is selective completely and choice is quite short and it is not followed by a punishment due to lack of its performance (Podsakov et al, 2000; quoted by Shaemi & Mahmoudi, 2009). Organizational citizenship behavior is a spontaneous and conscious behavior that has not been predicted by formal reward system of organization directly or explicitly, but improves its performance generally. The spontaneous and conscious means that this behavior does not referred to the mandatory necessity of role or job description. This behavior is a personal choice and it will not have a punishment due to lack of its performance. Mackenzie and Jean (2008) believe that organizational citizenship behavior includes deliberate and voluntary behaviors by staff that will directly increase

organizational effectiveness level, regardless of how staff productivity. Eric et al (2008) stated that organizational citizenship behavior refers to of individual activities that have not been asked, but in general, they support and benefit for organizations (quoted by de Groot & Brown Lee, 2005). Vigoda et al (2007) suggested that organizational citizenship behavior includes informal aids that an employee can do or refrain them, as an individual, regardless of official sanctions and rewards. Organizational citizenship behavior is beyond task performance or level of technical skills of an individual. In other words, it includes actions such as support, approval and support of socio-psychological contexts that somehow plays its role as the facilitator of organizational tasks (Borman; quoted by Zarei Matin et al, 2006).

2-3 Quality of Working Life

Over the few past decades, there have been developed and evolved five different definitions on quality of working life. The first definition was emerged in the period of 1962-1972 that considered quality of working life as a variable. In preliminary debates, conferences and studies, most of those who worked in the field considered quality of working life as a person’s reaction against work or working consequences. Therefore, there was discussed about individual’s quality of working life on his job or how to improve quality of working life. The quality of working life is reaction of employees to work, in particular its individual consequences on job satisfaction and mental health (Cummings, 1996: 529). From 1965 to 1975, there were performed several projects to provide fields of working cooperation between labor and management, in order to improve quality of working life. These projects included Generals Motors, the United Auto Workers in Tree Town and Harman Industries Project in Bolivar, Tennessee. Due to conduct the projects and their subsequent success, the term of quality of working life became synonymous with a particular approach. As a result, there was emerged the second definition of quality of working life that considered it as an approach. Like the primary definition, it emphasized on individual outcomes, rather than organizational results. However, however, the tendency was to look at quality of working life as an approach that means joint cooperation projects between labor and management, especially projects that aimed to improve both individual outcomes and organizational results. The quality of working life refers to employees’ ability to satisfy important personal needs using their gained experiences through organization (Griffin & Moorhead, 2015). Activities of quality of working life were diminished in the late of 1970s. During this period, many researchers and managers decided to identify mass of interests to support the continuation of quality of

working life. There were held meetings between people interested in identifying individuals and groups willing to continue projects of quality of working life. There were established organizations to develop the ideology of quality of working life. Beyond the activities, there was emerged a fourth definition that considers quality of working life as a movement: "quality of working life is a process that all members of an organization are involved in the made decisions affecting particularly their jobs and work environment, through appropriate created communication and open channels for this purpose; therefore, their participation and satisfaction from their work will be increased and their work-related stress will be reduced (Dolan & Schuler, 2002). In the late of 1970s and beginning 1980s, there were emerged new interests on quality of working life. During this period, there emerged a fifth definition. This definition believes that quality of working life is equal with other things. In other words, all efforts for organizational improvement and effectiveness are considered as a part or section of quality of working life. In the definition, quality of working life has been considered as a main social issue and global concept: high quality of working life is achieved by considering to philosophy of the relationship between employees that includes applying efforts to use high quality of working life, which they are the organized efforts by an organization that provides the greater opportunities for affecting their work and cooperating in total organizational effectiveness (Jazani, 1996). Nowadays, in the latest conducted research on working life, this concept has been introduced as a topic with strong moral effect. The commitments on considering moral principles in workplace and social responsibility of organizations have been considered as behavior manner with employees. Accordingly, organization management should take necessary actions to satisfy the employed staff, in addition to consider its success in performance (Ship, 1998).

2-4 The Research History

Dargahi (2012) examined organizational power and political climate. Therefore, the present research was conducted to introduce causes, consequences and morality or immorality of political behaviors and power in organizations. It is a review project that its required information was collected and utilized through search engines such as Medline, Ovid, Elsevier, Google, Pub Med, Scopus, Springer and Cochran Library by using five keywords and 110 sources and then by selecting 41 sources. Most of political behaviors are the result of differences in individual perceptions and organizational characteristics. For this reason, some people are looking for legitimate political behaviors and others prefer illicit behaviors, although in political behaviors, it cannot be exactly determined what work is moral or immoral. So, it can be said that

ethical principles in political behaviors should be considered toward fulfilling organizational benefits. Political behaviors cannot be destroyed in organization because they are unavoidable phenomena. Therefore, effective managers must accept political nature of organization, set up political strategies and create many benefits for their organizations in this way.

Tabarsa et al (2011) conducted another study titled "factors affecting organizational citizenship behavior" in a military hospital to analyze the most important organizational factors that can guide behaviors, attitudes and interactions of nurses in military hospitals to improve organizational citizenship behavior. Their results showed that among three dimensions of justice, procedural justice can affect organizational citizenship behavior (directly and indirectly). Organizational commitment has a significant direct impact on organizational citizenship behavior too.

Krishnan and Arora (2008) conducted a research on employees and managers of fifteen different organizations including hotels, banks, IT companies and industrial factories. They concluded that there is a significant positive relationship between entrepreneur leadership and organizational citizenship behavior of employees.

To investigate the effects of transformational leadership on organizational citizenship behavior through organizational commitment as a moderator, Bass and Rigo (2010) concluded that transformational leadership has a direct positive effect on organizational citizenship behavior.

2. The Research Hypotheses

H₁: There is a relationship between organizational political climate with organizational citizenship behavior among employees in offices of Industry and Mining Organization, West Azerbaijan.

H_{1.1}: There is a relationship between organizational political climate with philanthropy among employees in offices of Industry and Mining Organization, West Azerbaijan.

H_{1.2}: There is a relationship between organizational political climate with conscience among employees in offices of Industry and Mining Organization, West Azerbaijan.

H_{1.3}: There is a relationship between organizational political climate with generosity among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₁₋₄: There is a relationship between organizational political climate with civil behaviors among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₁₋₅: There is a relationship between organizational political climate with politeness-observation among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₂: There is a relationship between organizational political climate with quality of working life among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₂₋₁: There is a relationship between organizational political climate with the relationship with colleagues and quality of working life among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₂₋₂: There is a relationship between organizational political climate with the relationship with superiors and quality of working life among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₂₋₃: There is a relationship between organizational political climate with working duties and quality of working life among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₂₋₄: There is a relationship between organizational political climate with working conditions and quality of working life among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₂₋₅: There is a relationship between organizational political climate with work environment and quality of working life among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₂₋₆: There is a relationship between organizational political climate with organizational management and quality of working life among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₂₋₇: There is a relationship between organizational political climate with belonging to organization among employees in offices of Industry and Mining Organization, West Azerbaijan.

H₂₋₈: There is a relationship between organizational political climate with feel of usefulness among employees in offices of Industry and Mining Organization, West Azerbaijan.

3. Methodology

The present research is an applicable research objectively; while it is descriptive-survey type by considering its subject that examined the relationship between variables of organizational political climate, organizational citizenship behavior and quality of working life in offices of Industry and Mining Organization, West Azerbaijan. The research methodology is descriptive, correlation type. It is a descriptive research because it examined descriptive features. In descriptive studies, researcher does not interfere in status, position and role of variables; he does not control or manipulate them; he studies what is available really; and he describes and explains the variables. As there is examined the relationships between variables, it is a correlation research.

4-1 Statistical Population and Sample

Scientific research is conducted to understand a phenomenon in a statistical population. For this reason, research subject can consider whether traits, features, functions and variables or study the relationship between variables, traits, actions and reactions as well as factors affecting the considered population (Hafeznia, 2005). A statistical population is a collection of individuals or units with at least one common trait (Sarmad et al, 2008). The research population included all employees in offices of Industry and Mining Organization, West Azerbaijan (n= 260).

4-2 Estimating the Sample Size

There is no specific rule or technique to predict sample size (Khaki, 2003). In predicting sample size, we prefer methods with statistical power. In the present research, we used the Morgan Table to predict sample size. According to the Table, there were selected 150 employees as the research sample.

4-3 Sampling Method

In the present research, as the statistical population includes employees in offices of Industry and Mining Organization, West Azerbaijan, there has been used stratified sampling proportionate to the population size of each group. The sampling method is used when statistical population has heterogeneous structure. In such cases, the population should be divided into layers with homogenous structures, then we should take the required samples were selected randomly. The number of samples in each population is defined as the ratio of total population.

4-4 Measuring Tools

In behavioral research sciences, there are used various tools such as questionnaires, interviews etc to measure variables. Selecting the instruments depends on nature of subject, research objectives

and subjects. Therefore, selecting proper measuring tools is one of the most important steps in scientific-research method that helps researchers to collect data. In this study, a questionnaire was used to collect data. In the present research, there were used three standard questionnaires to examine the relationships and data analysis as the main tool for collecting data.

4-5 Collecting Data

To conduct the research, there were take necessary actions to study the specialized books, scientific-research journals and library scientific resources, after approving its topic. There were provided necessary permissions to fill the questionnaires, after getting letter of introduction from general management of offices in the province. After cooperation with the offices and getting letter of introduction from the authorized managers, there were provided opportunities to distribute the questionnaires. For this purpose, we referred to the subjects and distribute the questionnaires after providing the required explanations. The questionnaires were collected within 20 days by constant presence of the researcher and his colleagues.

4-6 Methods of Statistical Analysis

The research results were analyzed using SPSS19 statistical software at two levels of descriptive and inferential statistics. In descriptive statistics, there were used statistics such as frequency, percentage, mean and standard deviation. In inferential statistics, Pearson correlation coefficient was used to determine correlation between the variables.

4. Analyzing the Research Hypotheses

The main hypothesis1: There is a relationship between organizational political climate with organizational citizenship behavior among employees in offices of Industry and Mining Organization, West Azerbaijan.

Results of analyzing MANOVA test and values of F coefficients In Table 1 showed a significant relationship between philanthropy (p= 0.000) at joint rate of 88%, work ethic (p= 0.000) at joint rate of 16%, generosity (p= 0.000) at joint rate of 9%, civic behavior (p= 0.001) at joint rate 45% and politeness and working consideration (p= 0.001) at joint rate of 56% organizational political climate. Therefore, this hypothesis is confirmed. The findings are consistent with the conducted studies by Dargahi (2012), Kazemi et al (2012) and Tabarsa et al (2011) that reported the same results.

Table1. Results of MANOVA for the relationship between organizational political climate with all components of organizational citizenship

Components of organizational citizenship	Wilks Lambda	F coefficient	D F	Sig.	Joint rate	Statistical power
Philanthropy	0.93	14.06	2	0.000	0.880	0.99
Work ethic	0.84	27.42	2	0.000	0.16	1.00
Generosity	0.91	14.46	2	0.000	0.09	0.99
Civil behavior	0.99	0.5	2	0.001	0.45	0.13
Politeness and working consideration	0.92	1.76	2	0.001	0.56	0.36

Sub-hypothesis 1.1: There is a relationship between organizational political climate with philanthropy among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 2 (r= 0.752 and sig= 0.000< 0.05), H₀ is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and philanthropy and intensity of correlation between the variables is 0.752.

Table2. Results of Pearson correlation test between organizational political climate with philanthropy

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent			
Organizational political climate	Philanthropy	0.752	0.000	150

Sub-hypothesis 1.2: There is a relationship between organizational political climate with working

conscience among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 3 ($r= 0.442$ and $\text{sig}= 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and working conscience and intensity of correlation between the variables is 0.442.

Table3. Results of Pearson correlation test between organizational political climate with working conscience

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent	0.442	0.000	150
Organizational political climate	Working conscience			

Sub-hypothesis 1.3: There is a relationship between organizational political climate with generosity among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 4 ($r= 0.352$ and $\text{sig}= 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and generosity and intensity of correlation between

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent	0.822	0.000	150
Organizational political climate	Politeness and consideration			

the variables is 0.352.

Table4. Results of Pearson correlation test between organizational political climate with generosity

Variable \ Index		Pearson correlation	Sig	Number
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Independent	Dependent	0.352	0.000	150
Organizational political climate	Generosity			

Sub-hypothesis 1.4: There is a relationship between organizational political climate with civil behavior among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 5 ($r= 0.661$ and $\text{sig}= 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and civil behavior and intensity of correlation between the variables is 0.661.

Table5. Results of Pearson correlation test between organizational political climate with generosity

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent	0.661	0.000	150
Organizational political climate	Civil behavior			

Sub-hypothesis 1.5: There is a relationship between organizational political climate with politeness and consideration among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 6 ($r= 0.822$ and $\text{sig}= 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and politeness and consideration and intensity of correlation between the variables is 0.822.

Table6. Results of Pearson correlation test between organizational political climate with generosity

The Main Hypothesis 2 (H₂): There is a relationship between organizational political climate with quality of working life among employees in offices of Industry and Mining Organization, West Azerbaijan.

Results of analyzing MANOVA test and values of F coefficients in Table 7 showed a significant relationship between the relationship with colleagues ($p= 0.000$) at joint rate of 9%, the relationship with superiors ($p= 0.000$) at joint rate of 46%, job duties ($p= 0.000$) at joint rate of 22%, working conditions ($p= 0.001$) at joint rate of 45%, work environment ($p= 0.000$) at joint rate of 56%, feel usefulness ($p= 0.000$) at joint rate of 89%, belonging to organization ($p= 0.001$) at joint rate of 44% and organizational management ($p= 0.001$) at joint rate of 9% with organizational political climate.

Therefore, this hypothesis is confirmed. The findings are consistent with the conducted studies by Hossein Taali (1995), Izadi (2005) and Ghasemi (2010) that reported the same results. In their research, they examined effect of the variables as well as effect of different variables on quality of working life.

Table7. Results of MANOVA analysis for the relationship between organizational political climate with quality of working life

Components of quality of working life	Wilks Lambda	F coefficient	DF	Sig.	Joint rate	Statistical power
Relationship with colleagues	0.90	44.06	2	0.000	0.090	0.99
Relationship with superiors	0.94	20.22	2	0.000	0.46	1.77
Job duties	0.81	24.26	2	0.000	0.22	0.93
Working conditions	0.89	4.5	2	0.001	0.045	0.33
Work environment	0.92	3.76	2	0.000	0.056	0.34
Feel usefulness	0.99	1.21	2	0.000	0.088	0.26
Belonging to organization	0.95	7.21	2	0.001	0.44	0.99
Organizational management	0.93	11.2	2	0.001	0.09	0.36

Sub-hypothesis 2.1: There is a relationship between organizational political climate with the relationship with colleagues among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 8 ($r= 0.552$ and $sig= 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and the relationship with colleagues and intensity of correlation between the variables is 0.552.

Table8. Results of Pearson correlation test between organizational political climate with the relationship with colleagues

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent			
Organizational political climate	The relationship with colleagues	0.552	0.000	150

Sub-hypothesis 2.2: There is a relationship between organizational political climate with the relationship with superiors among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 9 ($r= 0.432$ and $sig= 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and the relationship with superiors and intensity of correlation between the variables is 0.432.

Table9. Results of Pearson correlation test between organizational political climate with the relationship with superiors

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent			
Organizational political climate	The relationship with superiors	0.432	0.000	150

Sub-hypothesis 2.3: There is a relationship between organizational political climate with the job duties among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 10 ($r= 0.650$ and $sig= 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and job duties and intensity of correlation between the variables is 0.650.

Table10. Results of Pearson correlation test between organizational political climate with the job duties

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent	0.650	0.000	150
Organizational political climate	Job duties			

Sub-hypothesis 2.4: There is a relationship between organizational political climate with working conditions among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 11 ($r = 0.661$ and $sig = 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and working conditions and intensity of correlation between the variables is 0.661.

Table11. Results of Pearson correlation test between organizational political climate with the working conditions

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent	0.661	0.000	150
Organizational political climate	Organizational management			

Independent	Dependent	Pearson correlation	Sig	Number
Organizational political climate	Working conditions			

Table12. Results of Pearson correlation test between organizational political climate with the working environment

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent	0.143	0.000	150
Organizational political climate	Working environment			

Sub-hypothesis 2.5: There is a relationship between organizational political climate with working environment among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 12 ($r = 0.143$ and $sig = 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and working environment and intensity of correlation between the variables is 0.143.

Sub-hypothesis 2.6: There is a relationship between organizational political climate with organizational management among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 13 ($r = 0.551$ and $sig = 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and organizational management and intensity of correlation between the variables is 0.551.

Table13. Results of Pearson correlation test between organizational political climate with the organizational management

Sub-hypothesis 2.7: There is a relationship between organizational political climate with belonging to

organization among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 14 ($r= 0.332$ and $sig= 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and belonging to organization and intensity of correlation between the variables is 0.332.

Table14. Results of Pearson correlation test between organizational political climate with the belonging to organization

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent			
Organizational political climate	Belonging to organization	0.332	0.000	150

Sub-hypothesis 2.8: There is a relationship between organizational political climate with feel of usefulness among employees in offices of Industry and Mining Organization, West Azerbaijan.

According to the results of Table 15 ($r= 0.782$ and $sig= 0.000 < 0.05$), H_0 is rejected. Then we can say that there is a significant positive relationship between variables of organizational political climate and feel of usefulness and intensity of correlation between the variables is 0.782.

Table15. Results of Pearson correlation test between organizational political climate with the feel of usefulness

Variable \ Index		Pearson correlation	Sig	Number
Independent	Dependent			
Organizational political climate	Feel of usefulness	0.782	0.000	150

5. Discussion and Conclusion

The research aimed to investigate the impact of organizational political climate on organizational citizenship behavior and quality of working life in offices of Industry and Mining Organization, West Azerbaijan. According to the research results, there is a significant relationship between organizational political climate with organizational citizenship behavior and quality of working life. The research inferred results are presented in the following that have been gained by examining the relationship between the research variables (two main hypotheses and several sub-hypotheses) using MANOVA analysis and Pearson correlation coefficient:

- There is a significant correlation between organizational political climate and organizational citizenship behavior among the employees. Therefore, it can be concluded that the more freely organizational political climate in an office, the more increasing organizational citizenship behavior. As a result, open political climate cause applying comments of staff at all processes and internal acts and creating citizenship behavior among employees.
- There is a significant correlation between organizational political climate and quality of working life. Therefore, it can be concluded that the more freely organizational political climate in an office, the more increasing quality of working life. In this way, employees will raise their views freely and participate in all affairs of organization. As a result, quality of their working life will be improved.

6. Research Proposals

According to the research results, as there is a significant relationship between organization political climate with organizational citizenship behavior and quality of working life, the following suggestions are given to improve quality of working life:

7-1 Proposals in Line with the Research Results

According to the research results, as there is a significant relationship between organization political climate with organizational citizenship behavior and quality of working life, the following suggestions are given to improve quality of working life and create a healthy political climate in organization:

- If employees have more sense of belonging to their organization, their citizenship behavior will be also increased. In another words, when individuals have sense of belonging to their organization and consider themselves as a part of the organization, they will feel more

commitment and do their maximum efforts in their jobs.

- The more feeling of employees on usefulness for their organization, the more civil behavior and the less organizational political climate tension. In this regard, there should not be ignored efforts, accomplishments, creativity and positive actions of people, but they should be encouraged. This increases self-confidence, more efforts, good citizenship behavior and low political climate of individuals.
- If there are more sincere, confidence-based and support-based relationships between employees and their superiors (primarily responsible of sector and finally management and chief) their citizenship behavior will further increase because authorities can consistent goals of employees with organization objectives by creating suitable and close relations with them.
- The more honest and more intimate relationship between employees with their colleagues, the less political climate stress and the more motivation for working. Some factors hindering development of good and friendly relations in workplace are unhealthy competitions, unhealthy political atmosphere and lack of trust. It is suggested to managers to take necessary actions for creating friendlier environment among employees, regardless of political climate. They can do this by creating a healthy competitive environment, keeping justice, using similar criteria for employees in various fields such as rewarding, encouraging, increasing salary etc.
- The more suitable working conditions for employees, the more citizenship behavior. In the contexts, there should be paid rewards, right to overtime and benefits timely to all employees.
- The safer and healthier work environment with minimal risks, the more increase citizenship behavior. In this context, we should create a safe work environment by replacing newer equipments and standardizing work place physically. In this way, they can deal with their clients with peace of mind.

7-2 Recommendations for Future Research

- Implementing similar research projects in other organizations;
- Examining the relationship between organizational political climate with organizational trust of employees;
- Examining the relationship between organizational political climate with employees' productivity;
- Examining the relationship of organizational political climate based on octoploid Walton and other models;

- Examining the effect of organizational political climate on work motivation among employees comparatively;
- Examining the effect of organizational political climate on administrative health and organizational justice

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