

The Relationship between Quality of Work Life and Organizational Citizenship Behavior among Staff Nurses

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Abstract

Background: quality of working life as the greater context for various factors in the workplace, such as job satisfaction and citizenship behavior, may offer opportunity for more cost-effective interventions in the workplace. **Aim:** This study aimed to identifying the relationship between quality of work life and organizational citizenship behavior among staff nurses. **Research design:** A descriptive correlational design was used to carry out this study. **Setting:** The study was conducted at Bahteem Central Hospital. **Subjects:** A convenience sampling technique of all available (90) staff nurses. **Tools:** Data were collected by using Quality of nursing work life questionnaire and organizational citizenship behavior scale. **Results:** the study result demonstrated that, two third (66.75) of staff nurses had high perception level toward quality of work life. While one third (33.25%) of staff nurses had low perception level regarding quality of work life. While that slightly less than two third (62%) of staff nurses had high agreement level regarding Organizational citizenship behavior. **Conclusion:** There were statistically significant positive correlations between quality of work life and organizational citizenship Behaviors among staff nurses. **Recommendations:** Provide orientation for newly staff regarding rules, regulations and policies of hospital. Investigating the relationship between workplace deviance behaviors and quality of work life.

Keywords: Quality of work life, organizational citizenship behavior, staff nurses.

Introduction

QWL is a process of work organizations that enable its members at all levels to actively; participate in shaping the organizations' environment, methods, and outcomes. This value-based process is aimed towards meeting the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees. QWL is a way of thinking about people, work, and organizations, its distinctive elements are concern about the impact of work on people as well as on organizational effectiveness, and the idea of participation in organizational problem-solving and decision making (Wojewódzka et al., 2020).

QWL maintains a balance between work and family. At the extreme, if family life suffers, this may have wider social

costs. Involvement in community, cultural, sporting or other activities can be a benefit to the community and society at large. While activities are not the responsibility of individual employers, they may choose to support them as community activities can demonstrate good corporate citizenship (Kong et al., 2019).

Quality of work life is philosophical which holds on a set of principles that staff nurses are the most important resource in the hospital as they are responsible and capable of making contributions and that they should be treated with dignity and respect. It involves nurses, the work itself and the hospital. It is as an umbrella term which means the sum total of values, both materials and non-materials, gained by staff nurses throughout their life (Sato et al., 2020).

From the concepts given above, it can be concluded that QWL is concerned with taking care of the higher-order needs of staff nurses in addition to the basic needs. The overall climate of work place is adjusted in such a way that its procedures more humanized jobs. Quality of work life is viewed as a cover under which staff nurses feel fully satisfied with the working environment and do the best to co-operate and support to the management to improve productivity and work environment (Sabonete et al., 2021).

Organizations that enable employees to balance work and family responsibilities have a positive impact on employees' decisions to stay with them. Depending on situations, things like visiting employees when they are sick, attending their relatives' weddings, or support through depression are some of the way things which managers can do for their employees (Suaib, Syahrul & Takdir, 2019).

Organizational Citizenship Behavior (OCB) is one of the extra-role behaviors, which is also known as good soldier syndrome. Organization Citizenship Behavior OCB is not directly defined and indicated in the definitions of formal roles. OCBs are positive social behaviors that increase the efficiency of the organization as a whole. These are the behaviors displayed voluntarily by workers depending on their personal choice without a written rule, and they are not indicated in the agreement of an organization and not required by job definition; therefore, omission of these behaviors does not bring any penalty (El said, Badran & Adam, 2019).

Organizational citizenship behavior (OCB) refers to behavior that is not formally requested or directly rewarded but can be functional to the operations of an organization. It is a role when individuals are self-motivated and they understand and recognize the importance of shared vision. Further elaborated that OCB is an

expression of the commitment of an employee towards the organization and their willingness to remain in the organization and actions that exceed job scopes defined to them. It is a behavior desired by any organization from their employee since it is proven to improve the success of the organization (Zhao et al., 2019).

Significance of the study

Quality of work life is essential for Organizations to achieve high performance and growth in profitability and to continue to attract and retain employees. It is a comprehensive, department-wide program designated to improve employee satisfaction, increase OCB, strengthening workplace learning and helping employees had better manage change and transition. Dissatisfaction with QWL is a problem, which affects almost all workers regardless of position or status (Sandrick, 2013).

During the researcher working in the hospital, the researcher noticed that the nurses had complain from work environment and intended to leave the work because poor QWL ,unsafe working conditions, low salary, absence of motivation, unfair work schedule and there is no supervisors support, all of these leading to unwilling to perform citizenship activities by staff nurses. So, the researcher will conduct this study to find if there are relation between the quality of work life and Organizational citizenship behavior among staff nurses.

Aim of the Study

This study aims at identifying the relation between quality of work life and Organizational citizenship behavior among staff nurses through:

- 1- Assessing quality of work life among staff nurses.
- 2- Assessing Organizational Citizenship Behavior among staff nurses.

Research Question

Is there a relationship between quality of work life and Organizational citizenship behavior among staff nurses?

Subjects and Methods

Research design

A descriptive correlation design was used to carry out this study. A correlational research design investigates relationship between quality of work life and organizational citizenship behavior without the researcher controlling or manipulating any of them.

The direction of a correlation can be either positive or negative.

Setting

This study was conducted in all departments / units in Bahtem central hospital, it consisted of three floors. The first floor consists of out clinics, radiology department and blood analysis department. The second floor consists hemodialysis unit, operating room and surgical, obstetric department and the third floor consists intensive care unit, neonatal intensive care unit and medical and pediatric department. The total bed capacity 35 beds.

Subjects of the study

The subjects of the study included all available (90) staff nurses who working in the above mentioned study setting. A convenience sampling technique was used for selection study subjects.

Data collection tools:

Data of this study were collected by using two tools namely; Quality of work life questionnaire and Organizational citizenship behavior scale.

First tool: Quality of work life questionnaire (QWL) :

This questionnaire aimed to assess quality of work life as perceived by staff

nurses. It developed by (*Brooks, 2001*) and adopted from (*Abdelhamid, 2014*). This tool consisted of two parts:

The first part:

This part aimed to collect data related to demographic characteristics of study subjects including: (age, gender, nursing education, work years of experience).

The second part:

This part was consisted of 42 statements divided into four dimensions includes home life, work design, work context and work world.

❖ Scoring system:

Responses were measured on three points Likert scale and ranging from (Agree=3, neutral =2, Disagree =1). These scores were converted into a percent score. In addition, the calculation of the mean and standard deviation was done. The perception level of quality of work life was considered low if the total percent score was less than 60% while if the total percent score was equal and more than 60% considered high (*Abdelhamid, 2014*).

Second tool: Organizational citizenship behavior scale :

scale aimed to identifying organization citizenship behavior among staff nurses. This scale developed by *Organ (1990) and* adopted from *Mohamed, (2018)*

It was consisted of 20 items divided into five dimensions includes altruism, civility, sportsmanship, civic virtue and Conscientiousness.

❖ Scoring system:

Responses were measured on a three points scale and ranging from Likert scale and ranging from (positive =3, neutral =2, negative =1). Negative statements had reversed. The scores of items were summed-up and the total score was divided

by the number of the items, giving the mean score for each component. These scores were converted into percent score. Organizational citizenship behavior was considered negative if the total percent score was less than 60% and neutral if total score ranged between from (60-75%) and positive if the scores was 75% or more.

Validity and reliability

The quality of work life questionnaire was validated by *AbdElhamid (2014)* and reliability data was (0.80).

Organizational citizenship behavior scale was validated by *Mohamed, (2018)*, and reliability data was (0.983).

Field work:

The field work of the study took two months started in the beginning of April 2021 and completed at the end of May 2021. The researcher met the head nurse of each unit for determining the suitable time to collect the data from the staff nurses in each unit. The researcher introduced herself to staff nurses in the workplace, explained the aim and component of the tools and distributed it to staff nurses in their work settings at morning shift three days per week.

The researcher was present during the data collection period for explaining how to filling the tools, clarify any ambiguity and answer any questions. The filled tools were handed back to the researcher to check each one to ensure its completeness.

Statistical Design:

Data entry was done using SPSS V20 computer software package. Data were presented using descriptive statistics in the form of frequencies and percentages for qualitative variables and means and \pm standard deviations for quantitative variables. Qualitative variables were compared using chi-square test.

Cronbach's Alpha coefficient was calculated to assess the reliability of the tools through their internal consistency. Pearson correlation co-efficient (r) was used for assessment of the inter-relationship among quantitative variables. In order to identify the independent predictor workplace deviance behavior scores among staff nurses, multiple linear regression analysis was used. The confidence level chosen for the study was 95%. Statistical significance was considered at p value <0.05 .

Results

Table (1): shows that distribution of the studied nurses according to their Demographic characteristics. As indicated in the table, more than half of staff-nurses 53.3% their age ranged between $30 \geq 40$ with Mean SD 39.45 ± 5.93 , and had experience years ranged between $10 \geq 20$ with mean SD 10.38 ± 5.61 . More than two thirds (70%) of them were female. More than half 55.6% of them had high technical nursing institute.

Figure (1): shows that, less than half (43%) of the studied nurses had the lowest agreement regarding to work world dimension while (80%) of them had highest agreement regarding to home life. While (20%) of them had lowest disagreement regarding to Home life

Figure (2): shows that quality of work life and two third (66.75) of staff nurses had high perception level toward quality of work life. While one third (33.25%) of staff nurses had low perception level regarding quality of work life.

Figure (3): shows that highest percentage of the studied staff nurses (73%) were had positive behavior toward (Civic virtue). in addition to, (29.6%) of them had neutral behavior toward on (Conscientiousness), while, (7.9%) of them had negative behavior on the item (Conscientiousness).

Figure (4): shows that slightly less than two third (62%) of staff nurses had high positive behavior regarding Organizational citizenship behavior.

Table (2): indicates that, there were statistically significant positive correlations among all quality of work life dimensions and Organizational citizenship behavior dimensions of studied staff nurses.

Table (3): reveals that, there were statistical significant predictors of nursing qualifications and experience years of studied staff nurses on their quality of work life.

Table (4): reveals that, there were statistical significant predictors of studied staff nurses' age, gender and Experience years on Organizational citizenship behavior.

Table (1): Demographic characteristics of studied staff nurses (N=90).

Demographic Characteristics	No.	Percent
Age:		
<30	30	33.3
30≥40	48	53.3
40+	12	13.4
Mean ± SD 39.45±5.93		
Gender:		
Male	27	30
Female	63	70
Nursing educational, qualification:		
Diploma	23	25.6
Technical Nursing Institute	50	55.6
Bachelor	17	18.8
Experience years:		
<10	32	35.5
10≥20	48	53.3
20+	10	11.2
Mean ± SD 10.38 ±5.61		

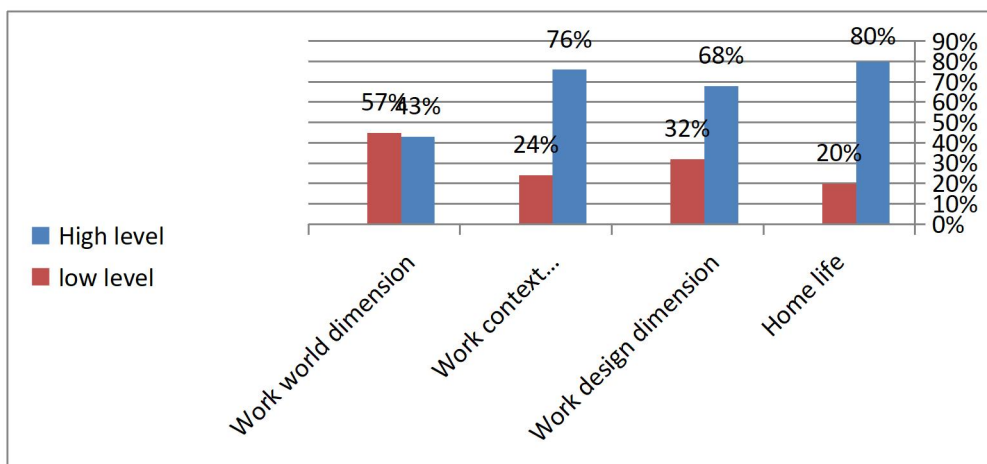


Figure (1): Total perception levels among studied staff nurses regarding Quality of work life dimensions (N=90).

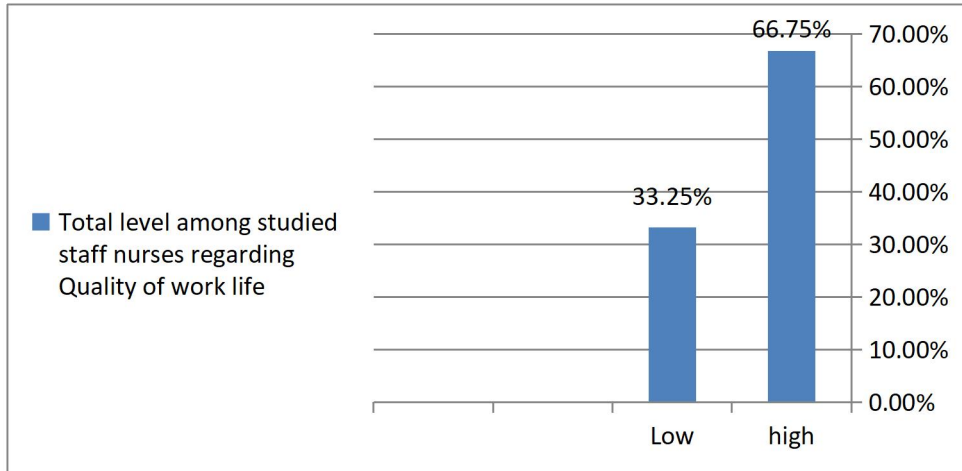


Figure (2): Total perception level among studied staff nurses regarding Quality of work life (N=90).

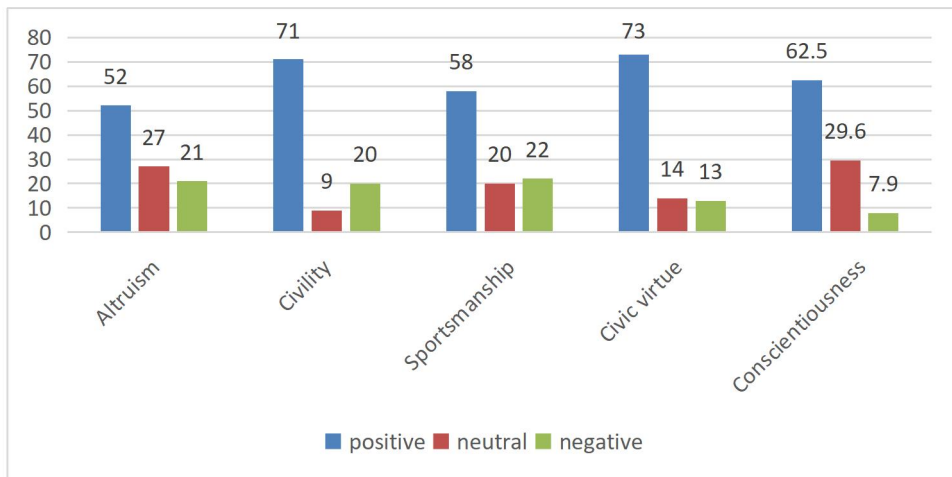


Figure (3): Total Organizational citizenship behavior among studied staff nurses (N=90).

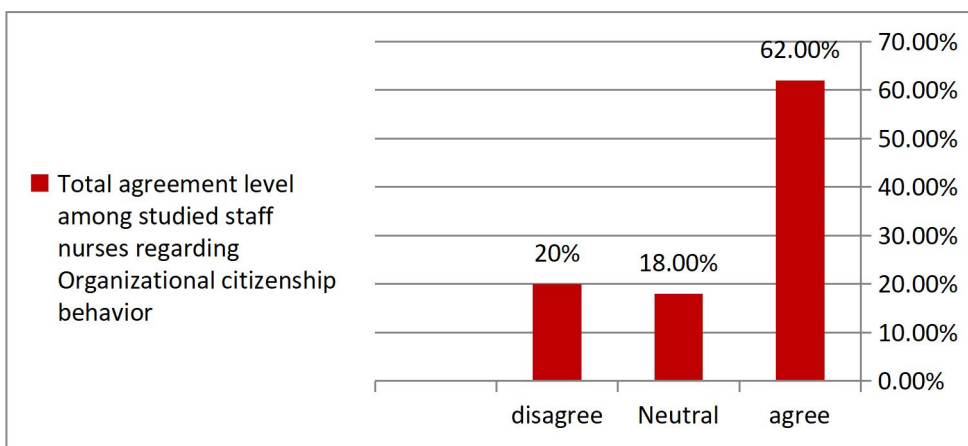


Figure (4): Total Organizational citizenship behavior among studied staff nurses regarding.

Table (2): Correlations matrix between quality of work life and Organizational citizenship behavior of studied staff nurses

Quality of work life Organizational citizenship behavior dimensions	Home life		Work design		Work		Work world		Total	
	r	p	r	p	Negative	Neutral	Positive	r	p	
					ι	μ	ι	μ		
Altruism	0.5	0.001*	0.5	0.001*	0.4	0.001*	0.5	0.001*	0.5	0.001*
Civility	0.9	0.001*	0.5	0.001*	0.5	0.001*	0.7	0.001*	0.5	0.001*
Sportsmanship	0.3	0.001*	0.5	0.001*	0.5	0.001*	0.5	0.001*	0.7	0.001*
Civic virtue	0.6	0.001*	0.8	0.001*	0.5	0.001*	0.5	0.001*	0.5	0.001*
Conscientiousness	0.5	0.001*	0.5	0.001*	0.7	0.001*	0.5	0.001*	0.5	0.001*
Total	0.7	0.001*	0.5	0.001*	0.3	0.001*	0.2	0.001*	0.4	0.001*

(**) High statistically significant at p<0.01

Table (3): Best fitting multiple linear regression model for predictors of studied staff nurses demographic characteristics on quality of work life.

Demographic characteristics	Regression coefficient	Standard error	R Square	t-test	p-value
Age	0.055	.043	0.008	1.286	0.199
gender	0.056	.057		0.743	0.458
Marital status	0.36	.065		0.556	0.579
Nursing educational	0.013	.095		0.139	0.04*
Experience years	0.002	.086		0.0654	0.05*

(*) statistically significant at p<0.05

Table (4): Best fitting multiple linear regression model for predictors of studied staff nurses' Demographic characteristics on Organizational citizenship behavior .

Demographic characteristics	Regression coefficient	Standard error	R Square	t-test	p-value
Age	-.045	.048	0.028	-.061	.005*
gender	-.053	.077		.452	.004*
Marital status	0.38	.069		.550	.003*
Nursing qualification	.083	.097		-.467	.761
Experience years	-.001	.046		-2.341	.005*

(*) statistically significant at p<0.05

Discussion

Achieving good organizational performance requires human resources who have high work quality. Maximum performance is an organizational demand that is shown not only in-role but also extra-role behavior which is also known as Organizational Citizenship behavior is individuals' free behavior that is not directly or explicitly associated with a reward system that could increase effective functioning in the organization (*Titisari et al., 2020 & Anma et al., 2021*).

Improving nurses' intention to stay at work is very significant for any health care organization to overcome high shortage in nursing personnel. So, understanding their work values and the improvement of quality of their work life is very essential to enhance their intention to stay at work (*Kassem & Ahmed, 2021*).

This study aimed to identify the relationship between quality of work life and organizational citizenship behavior among staff nurses

Regarding demographic characteristics of the studied nurses, the present study demonstrated that more than half of studied nurses their age ranged between $30 \geq 40$ with Mean SD 39.45 ± 5.93 , and had experience years ranged between $10 \geq 20$ with mean SD 10.38 ± 5.61 . More than two thirds of them were female, moreover more than half of them had high diploma. From the researcher point of view, this result might be due to increase number of nurses who had diploma nursing education related to the number of nursing schools is more than the number of nursing faculties in Egypt, and graduate from faculty of nursing join as supervisor more than bedside nurse.

The current study agreement with study by *Mohamed (2018)* "The Relationship between Quality of Work Life and Organizational Citizenship Behavior among Nurses at El-Mansoura Health

Insurance Hospital" carried out at El-Mansoura health insurance hospital on 250 nurses and found that The majority of the studied nurses had a secondary nursing education and more than two third of them their experience was more than 10 years.

On other hand, the current study results disagreed with study by *Davoodi et al., (2020)* with title "Relationship between quality of work life and caring behaviors among emergency nurses" conducted on 168 emergency nurses, in Iran and presented that The majority of the nurses were male, and (96.4%) of them had bachelor of nursing

Regarding total perception levels among studied staff nurses regarding Quality of work life dimensions, this study demonstrated that the highest percentage was related to home life while lowest percentage was related to work world dimension.

This finding disagrees with study by *Morsy, & Sabra, (2015)* carried out "Relation between quality of work life and nurses job satisfaction at Assiut university hospitals" and found that high mean score was related to work context (8.75 ± 7.54) while low mean score (1.81 ± 1.61) was related to Work life/home life dimension.

Additionally, Other study by *Hamim, Suwandi, and Yusuf, (2017)* with title "Caring behaviors nurse based on quality of nursing work life and self-concept in nursing nurses in hospital" and reported that The work context dimension followed by the work design dimension had the highest scores whereas the work world dimension followed by the work life-home life dimensions had the lowest scores.

Concerning quality of work life, the present study revealed that two thirds of staff nurses had high perception level toward quality of work life and rest of them had low perception level. This result consistent with study by *Anma, Sidin, & Noor, (2021)* who performed " Model of

the Influence of Quality of Work Life through Organizational Citizenship Behavior (OCB) on Employee Performance at Stella Maris Hospital, Makassar" on 100 respondents and proved that the majority of the studied sample had high perception level toward quality of work life and rest of them had low perception level.

Furthermore, On the contrary, the result of study in Iran *Raeissi et al., (2019)* with title "Quality of work life and factors associated with it among nurses in public hospitals" showed that majority of nurses reported that their quality life work was low. This difference between studies due to inadequate salaries, inadequate involvement in decision-making, increasing nursing workload, unfair promotion policies and lack of communication between upper management and staff nurses.

Regarding to total Organizational citizenship behavior among studied staff nurses showed that highest percentage of the studied staff nurses were had positive behavior toward (Civic virtue). From the researcher point of view, this result might be due to constructive participation in the organization's political process, such as making suggestions for improvement in meetings. Also, nurses who feel "a part of a larger whole" want to be well informed about significant organizational changes. Accordingly, nurses perform better and exert a high level of effort when they perceive that they are supported by organizations.

This result paralleled with study by *Mohamed, Morsi, & Mahmoud, (2020)* entitled "The Perspective of Leader-Member Exchange and Its Relation with Workplace Empowerment and Organizational Citizenship Behavior among Nurses" Carried out at Benha University Hospital, in Egypt on 190 nurses and showed that the highest domain was civic virtue among the studied nurses and then conscientiousness.

Moreover, in agreement with study by *Shrestha, & Subedi, (2020)* carried out " Organizational Citizenship Behavior among Teachers of Nepal: Did Locale Contribute it's in School Settings?" and clarified that the majority Of the studied sample had positive behavior toward (Civic virtue).

On the other hand, a study performed by *Özlük, & Baykal, (2020)* "Organizational Citizenship Behavior among Nurses: The Influence of Organizational Trust and Job Satisfaction" conducted at 429 nurses working in a private hospital and reported that hat the highest organizational citizenship behavior perceived by staff nurses was conscientiousness.

Also, this result of the current study is inconsistent with *Mahmoud and Ibrahim, (2016)*, study about "factors in nurses' organizational citizenship behavior" and observed that the nurses behave with the same mean percentages related to organizational citizenship behavior dimensions with a similar overall mean.

The current study showed that highest percentage of the studied staff nurses had negative behavior toward sportsmanship. This result might be due to their frequent complaint about undesired administrative conditions, such as: lack of training and development, obligation to work with inadequate materials and resources, frequent unresolved conflict and lack of motivation.

This finding consistent with study by *Atalla, & Abdelaal, (2019)* entitled "Relationship between organizational trust and organizational citizenship behaviors: Staff nurses' perspective" and illustrated that negative behavior organizational citizenship behaviors as perceived by staff nurses was related to sportsmanship.

Moreover, This finding supported with study by *Pradhan & Kaur, (2016)*

and *Yu et al., (2018)* who reported emphasized that lack of sportsmanship may result from the following factors: lack of specific job descriptions, absence of teamwork, frequent conflicts among team members during their communication, employment staff with insufficient skills and training, obligation to work with insufficient materials, hard working conditions, excessive working hours, inability to enjoy legal rights, insufficient wages, and lack of safety measures.

Regarding Organizational citizenship behavior, the current study showed that about two thirds of studied nurses had high (positive) behavior regarding organizational citizenship behavior. From the researcher point of view, this result might be due to Organizational citizenship behavior being an essential factor contributing to the organization's survival and success. Nurses may have the incentive to behave with citizenship behavior

The finding was matched with the study by *Mohamed, Diab & El-Kholy, (2021)* entitled "Organizational Citizenship Behaviors and Relationship to Internal Marketing of Nursing Profession" conducted at Menoufia University Hospitals at Shebin El- Kom, on 400 staff nursing and found that nearly two thirds of staff nurses of the staff nurses had a high level of total organizational citizenship behaviors.

Moreover, the present study results in the same line with the result of *Kamel, Mahfouz & Aref, (2019)*, who conduct a study about "quality of work-life and organizational justice: Its relation to citizenship behavior among staff nurses." The study revealed that more than half of the staff nurses had a high level of organizational citizenship behaviors.

While, the finding of the current study inconsistent with study by *Abd El-Helium (2018)*, who performed a study

about "relationship between staff nurses' job autonomy and organizational citizenship at Benha University Hospital," and reported that the majority of staff nurses, had a moderate organizational citizenship behavior.

Moreover, *Abed and Elewa (2016)* conducted a study about "the relationship between organizational support, work engagement and organizational citizenship behavior as perceived by staff nurses at different hospitals," they found that staff nurses had a moderate level of organizational citizenship behavior.

On other hand, this finding disagrees with study by *Mohamed, Hassan & Saad, (2019)* and reported that no significant correlations between all domains of Organizational citizenship behaviors of and altruism, courtesy, sportsmanship, civic virtue and conscientiousness.

The present study illustrated that there were statistically significant positive correlations among all levels quality of work life dimensions, These findings align with study by *Gurdogan, & Uslusoy, (2019)* "The relationship between quality of work life and happiness in nurses" conducted on 345 nurses in Turkey and showed that there were statistically significant positive correlations among all levels quality of work life dimensions.

The current study indicated that, there were statistically significant positive correlations among all Organizational citizenship behavior dimensions. This result consistent with study in Port Said Governorate, Egypt, by *Mahmoud, & Ibrahim, (2016)* "Factors in nurses' organizational citizenship behavior" on 413 staff nurses, and displayed that are positive significant correlations between all domains of Organizational citizenship behaviors of and altruism, courtesy, sportsmanship, civic virtue and conscientiousness ($p=0.001^*$).

On other hand, this finding disagrees with study by **Mohamed, Hassan & Saad, (2019)** and reported that no significant correlations between all domains of Organizational citizenship behaviors of and altruism, courtesy, sportsmanship, civic virtue and conscientiousness.

The present study indicated that there were statistically significant positive correlations among all quality of work life dimensions and Organizational citizenship behavior dimensions of studied staff nurses. From the researcher point of view, this result might be due to quality work life is very important for organizations to attract and retain workers.

On the same line with this result the finding reported by **Traiyyotee, Taeporamaysamai, & Saksamrit, (2019)** entitled "Quality Of Work Life Affecting On Organizational Commitment Through Organizational Citizenship Behavior: A Case Study Of Pt Gas Service Stations Employees In The Northeast, Thailand" who concluded that quality of work life effect on Organizational citizenship behavior.

On the other hand, this study contradicts the research conducted by **Ruhana, (2019)** who performed study about "The effect of quality of work life (QWL) on job satisfaction and organization citizenship behavior (OCB) (A study of nurse at numerous hospitals in Malang, Indonesia)" and said that quality of work life had no direct effect on Organizational citizenship behavior.

The present study demonstrated that, there was significant effect of studied staff nurses of qualifications and experience years of studied staff nurses on their quality of work life. From researcher point view this result might due to with an increase in the number of years of work experience, nurses expects better quality of work life with respect to their work recognition,

interpersonal requirements (more attention from seniors, juniors and peers to satisfy their self-esteem) and sufficient authority for allocated tasks.

This result matched with study by **Hussain, et al., (2017)** who conducted study about "Exploring the factors affecting job satisfaction of paraprofessional staff working in university libraries of Pakistan" and presented that a significant positive association of the quality of work life with work experience. Also, this study finding contradictory with **Dhamija, Gupta, & Bag, (2019)** entitled "Measuring of job satisfaction: the use of quality of work life factors" reported age and gender of the studied sample do not affect the quality of work life

The present study revealed that, there were statistical significant predictors of studied staff nurses' age, gender and Experience years on Organizational citizenship behavior. These findings incongruent with study by **El Badawy, Trujillo-Reyes, & Magdy, (2017)** with title "The demographics' effects on organizational culture, organizational citizenship behavior and job satisfaction: Evidence from Egypt and Mexico" conducted in Egypt (127 participants) and Mexico (116 participants) and proved that There were no significant effects for gender, age, and years of experience and education levels in both of the Egyptian and Mexican samples on Organizational citizenship behavior.

Conclusion

In the light of the current study findings, the study result demonstrated that, two thirds of staff nurses had high perception level toward quality of work life. While one third of staff nurses had low perception level regarding quality of work life. While that slightly less than two thirds of staff nurses had high agreement level regarding Organizational citizenship behavior respectively. There was high

statistically significant relation between organizational citizenship behaviors among studied staff nurses in age, experience years, gender and marital status.

While, there was highly statistically significant relation between organizational citizenship behaviors among studied staff nurses and their years of experience and there was statistically significant relation with age and gender. There were statistically significant positive correlations among all quality of work life dimensions and organizational citizenship behaviors dimensions of studied staff nurses. This finding answered the research

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- Staff nurses should be participate in decisions made by nurse manager/supervisor
- Designated, private break area for the nursing staff.
- The hospital provides a secure environment.
- Re-designing the job for having the features looked-for by employees also the environment that is wanted by the employees.

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question which was "Is there a relationship between quality of work life and organizational citizenship behaviors among staff nurses?"

Recommendations

- Hospital manager have to offer their employees child care services when they are ill.
- Create healthy working conditions for nurses.
- Conduct a regular meeting among the supervisors and nurses to discuss and solve their problems.
- Nurse Managers should create a friendly work environment, as it had a major impact on Staff nurses' QWL.
- Provide opportunity for new nurses to utilize their experiences.
- Attend the training program and workshops about the rights of employee.
- Ensuring all employee respect the regulations and policies of the hospital.
- Participate the employee in solution of problems in the hospital.

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