

THE EFFECTS OF WORKPLACE SPIRITUALITY AND STRESS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL ANTI- CITIZENSHIP BEHAVIOR AND ITS RELATIONSHIP WITH CUSTOMER LOYALTY AND QUALITY OF SERVICE (CASE STUDY: MADARAN HOSPITAL)

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Abstract. This research was conducted to investigate the effects of spirituality in the workplace and occupational stress on organizational citizenship behavior and organizational anti-citizenship behaviors and their relationship with customer loyalty and quality of service in maternity hospital. The present study is a descriptive-correlational study. Survey method was used and the data gathering tool was a standard questionnaire for measuring each variable. The statistical population in this research consists of all staff (women and men) of the mothers' hospital (226 people) and all clients. The questionnaire was distributed among all nurses of the mothers' hospital through a census sampling method. However, 208 questionnaires were completed for reasons such as parental remarriage or lack of cooperation. In addition, 178 people were considered as a sample of customers using available (voluntary) sampling methods.

The research findings were analyzed using SPSS software and Pearson's correlation and regression tests. According to the results of research in maternity hospital, there is a significant and negative relationship between work environment dilemma and occupational stress, there is a significant and positive relationship between the efficiency of work and organizational citizenship behavior, there is a significant and significant relationship between work and organizational citizenship behavior, there is a positive and significant relationship between occupational stress and organizational anti-citizenship behavior, there is a positive and significant relationship between organizational citizenship behavior and quality of service, there is a positive and significant relationship between organizational citizenship behavior and customers, there is a significant and incongruous relationship between human behavior and qualitative services and there is a significant and incongruous relationship between the organizational anti-citizenship behavior and the customers' self-esteem.

Keywords: organizational citizenship behavior, organizational ACB, spirituality in the workplace, stress, quality of service and customer loyalty

1. PROBLEM STATEMENT

Organizational citizenship behavior (OCB) includes discretionary behaviors of the staff, which is not a part of their official duties and is not considered directly by the organization's formal reward system but increases the overall effectiveness of the organization (Organ, 1988). The conducted researches on the citizen's behaviors (ACB) in organizations is historically newer and less developed. Losing billions of dollars per year by international organizations have led to ACB be more considered by experts and officials (Pearce and Giacalone, 2003, p: 65). The organizations are interested in workplace spirituality in order to increase the effectiveness of the organization. Empirical evidences show a positive relationship between workplace spirituality with creativity (freshman, 1999), honesty and trust within the organization (Wanger-Marsh and Conely, 1999), an increased sense of personal achievement (Burack, 1999), organizational commitment (Dellbecq, 1999), Job attitudes such as: Job satisfaction, Job participation, reducing the desire for withdrawal and self-respect based on organization (Milliman et al., 2003).

In the management and marketing literature, there is no unique consensus to define and conceptualizing the quality of services. However, we can simply define the perceived quality of service by the customer as following:

"The perceived judgment of the customer about the overall quality of services that originates from the difference between customer perception and their expectation about from perceived services (Zeithaml, 1988; Wang and Sohl, 2003).

An important factor in the continuing success of organizations is their ability to maintain present customers and making them being loyal to the name and brand or the services of the organization (Dekimpe et al., 1998).

Loyal customers contribute to the success of organizations through repurchase, buy more, buy the new goods or services, pay the higher prices, mouth advertising for others(Ganesh et al., 2000). It is now widely accepted that retain existing customers, is much cheaper than attracting new customers (Rundle-Thiele, 2005; Oliver and Swan, 1995). Competitiveness of many industries and services is due to the ability to create loyal customers (Pont and McQuilken, 2005). One of the problems of study the stress is many conflicts in the ways that through

them the stress has been defined and has been operating. For example, the concept of stress is defined both as the independent variable, and the dependent variable and as a process. This ambiguity in the terminology has been intensified with the widespread usage of the stress concept in the studies of medical, behavioral and social sciences, during 50 to 60 years of the past. Each field has studied the stress from its special perspective (Gill et al, 2006, p, 471).

Hans Sileh that is known as "the father of stress" defines stress as "Stress, is the nonspecific response that the body show, against requests, that he be encountered with it (Bahram, 2003, p: 68). Given that, the nursing is of jobs that pay attention to the customer (patient) has the potential importance; thus, it seems that checking the status of the presence or absence citizenship behaviors, can largely familiar the hospital officials to the workplace issues. The guidance of citizenship behaviors toward organizational goals or the growth of these behaviors along with the awareness of the impact of such activities on the other aspects of the study can greatly enhance individual and organizational productivity and on the other hand, lead to improvement in the organizational image in the view of people.

2. THE RELATIONSHIP BETWEEN THE VARIABLES OF THE RESEARCH

2.1. Organizational citizenship behavior and the quality of services

The concept of OCB (Organizational Citizenship Behavior) refers to identify, manage and measure employee behavior to improve the organizational effectiveness that has not been considered in the traditional methods of evaluation of job performance of the staff. The definition of OCB largely is descriptive of the behavior of the service staff. The first characteristic of Organizational Citizenship Behavior is that it is not mandatory. Also, the dimension of the services requires the optional behaviors of the staff. Service delivery is largely involved personal interaction.

These interactions may be short or long and may then expand the customer relationship and may help employees to understand customer requirements and they can take benefit from it in the way of adjusting the services with customer needs. Developing the detailed job descriptions on how to deal with the customer is difficult while some behaviors may not be clearly defined (Calling the customer by the first name). There are other behaviors that are related to

employee attitudes and motivations (Such as delighting customer). Therefore, to develop positive interactions, the staff must be involved in a set of behaviors that some of them cannot be forced (Bienstock et al, 2003).

The second characteristic Organizational Citizenship Behavior is that this behavior arises from independent and individual intentions. Several quality dimensions, including individual and independent intentions, are providers of services and studies have shown that this type of activity affecting customer satisfaction. Parasoraman (1988) offered 5 quality dimensions in the SERVQUAL criteria. Two of those (empathy and responsiveness) describes the behavior of employees that characterizing it fully difficult. For example, a job description for empathy may include listening to the customer, but there are many ways to listen that some of them give more satisfaction to the customer. There is a similar case to answer. For example, employees can show varying degrees of responsiveness that a part of them is satisfying for the customer. Bitner (1995) found that the attempt of the employee has a positive effect on customer satisfaction. The final feature OCB of is that the behavior helps organizations interests. When the interaction is done with the customer the personnel associated with the customer often can choose different levels of customer satisfaction and organizational interests. For example, an insurance agent employee may refrain from trying to sell additional products, even if he feels that a customer for them can have a higher level of sell and this sell clearly will have the interest of the organization. Even in cases that the service is deficient, the employee behavior can satisfy the customer. For example, when a customer experiences the dinner as a bad food a free appetizer can satisfy him. This example shows that the service personnel should be granted to the expectations of the customers and sometimes choose a type of response to the customer. Service companies want from their customers to choose behaviors and solutions that best benefits the organization. In other words, show organizational citizenship behavior. This indicates that OCB can positively influence the successful service delivery, in fact, lead to provide services based on customer requirements which ultimately lead to a positive customer perception of service quality (Kasa & Hassan, 2015)

If OCB increases the performance of the staff and cause to develop the customer's perception of service quality, the critical question that managers are facing is that; How to encourage employees to show this kind of behavior. Graham theoretical framework

(1991) from the rights and responsibilities of the organization provides this view. If the organization wants to encourage organizational citizenship behavior, then must provide a good city right (to encourage obedience behavior), Provide social rights (To encourage loyalty behavior), provide political rights (To encourage cooperative behavior). Finally, it is important that organizational citizenship behavior should provide within a framework to improve the quality of services because providing such a framework helps a positive customer perception of the quality of services provided.

Bin Stok (2003) in his research showed a positive relationship between employee perceptions of organizational civil rights and self-reporting of them from organizational behavior, The positive relationship between employee perceptions of organizational social rights and the self-report employees' from loyal of behaviors, the positive relationship between employee perceptions of organizational social rights and the self-report employees' loyalty behaviors and a positive relationship between organizational citizenship behavior and the extent to which the service is provided according to standards and organizational needs and ultimately he could show a positive relationship between the value of service that is provided according to the needs and requirements of the organization with the quality of perceived service by the customer.

2.2. Organizational citizenship behavior and customer loyalty

Employee activities within an organization connect them with the customers. The relationship between organizational citizenship behavior and customer loyalty can be described as:

First, organizational citizenship behavior like the effect that has on perceived quality services directly impact on customer loyalty. Based on studies of social networks, we can say that when a customer in the field of public relations, satisfied in relations that has with employees of an organization, probably in long-term maintain his relationship with the organization (Hansen et al, 2003).Therefore, the behavior of employees with customers is effective very high on the attitudes and behavioral intentions of customers to continue to buy or not buy the goods and services of an organization (Shafazawana, Mohamed Tharikha, 2016).Also, the perspective of internal marketing states that creating good contacts and exchanges with customers, depended, first of all

to the internal relationship between the staff and also between the staff with the organization. In fact, only after such an effective internal communication, which allows external communication with customers and making them loyal is possible (Kelly and Hoffman, 1997). In this regard, beyond-functional behaviors such as organizational citizenship behavior of the critical factors affecting the quality of services, customer satisfaction and, ultimately, the customer's loyalty. Therefore the organizations by encouraging these optional behaviors that improves the relationships of the staff with each other and with the customer, increases the quantity and quality of contacts and relationships with customers and increases the commitment of the customers to the organizational services and their intentions to maintain their relationship with the organization (Castro et al, 2004).

2.3. Service quality and customer loyalty

Studies have shown that the quality of services:

Increases desire and intentions of the customer to purchase and reuse or greater previous goods and services and also increases purchasing new goods and services Decreases price sensitivity, increases mouth advertising and also increases resistance against competition in goods and services (Jones and Suh, 2000; Venetis and Ghauri, 2002; Bloemer et al, 1998).

All the above factors are among behavioral and attitudinal customer loyalty factors. So we can say that there is a positive relationship between service quality and customer loyalty and thus the quality of services can be used as a mediator in the relationship between organizational citizenship behavior and customer loyalty.

2.4. Organizational citizenship behavior and workplace spirituality

In fact, employees who have profound meaning and feel in their work, they believe that human beings are linked with each other. Feel solidarity with others in the workplace, see their values and goals of in line with their values and goals and they believe that the organization considered their issues such as the welfare of all employees of the organization. There is more probability that shows in the workplace the organizational citizenship behaviors. The other point is that has been identified in the previous studies that on the one hand, the workplace spirituality is of the causes of job attitudes such as job satisfaction, organizational commitment, trust, participation, etc.

(Milliman et al, 2003), on the other hand, job attitudes are of factors of organizational citizenship behavior (Podsakoff et al, 2000). Thus, we can conclude such that the workplace, spirituality indirectly and through Job attitudes of the staff also affect organizational citizenship behavior.

2.5. Job stress and ACB:

Job stress can lead to ACB. for example the stress arisen from the conflict between sales managers demands and customers, with trips out of town and a commitment to a tight schedule, can put the vendors in a situation that they feel their job killing them. When under stress sellers feel they have more work than they can do, they may begin to fight (aggression) or out of stress (work avoidance). In addition, Lee and Eshfort (1996) believe that the employees who are under severe stress, tends to depersonalize their communications about their jobs and the impact could more comfortably put them in the abyss of ACB. when the vendors depersonalize their business relationships; they do not know other colleagues and selling managers as their friends. These vendors may refuse to provide information (malice) and convert the friendly jokes to the direct hostility (aggressiveness) (Jelinek & Ahearn, 2006).

3. BACKGROUND OF THE RESEARCH

In the research of Ghasemi (2003) the relationship of organizational atmosphere with job stress and job satisfaction of teachers of Shahrekord city has been investigated. The method of research was survey by using questionnaires, Pearson correlation coefficient was used for data analyzing and determine the type of relationship between the variables and one-way analysis of variance was used to compare the groups. The results indicate that there is a significant relationship between organizational climate and job stress, In other words, whatever the climate is more favorable, the teachers will be experienced less stress and whatever the atmosphere is worse and more difficult, managers will experience more job stress.

In a research that conducted by Damanshkan (2001) determining the relationship between job stress with some job criteria of employees of Electricity Distribution Company of Khorasan Razavi has been studied. The method research surveys and has done by questionnaire. The results indicate that the stress has relationships with some job measures, including quantity, quality, passion, and perseverance, dealing with clients and business related discipline.

A research has been done by Sohrabi and Khanleri (2009) with the title "Ethics, information technology and organizational citizenship behavior" The results showed that IT ethics can be affected by the organization's ethical values, that in this Impact organizational commitment and organizational citizenship behavior dimensions acting as a mediator. A research conducted by Dr. Moghimi (2006) with the title of "The relationship between organizational citizenship behavior and a culture of entrepreneurship". The conceptual model is a researcher-based model and based on providing scientific models and patterns by the experts. The results stated that there is a relationship between organizational citizenship behavior and the variable of the culture of entrepreneurship and its subsidiary variables. So all hypotheses were confirmed. Although the correlation of some entrepreneurial organizational culture components, such as risk-taking, leadership, entrepreneurial and fun work environment were in the medium level. But the culture of entrepreneurship in terms of intensity solidarity has too many solidarities with organizational citizenship behavior.

A research has done by Karimi et al (2007) with the title of "Examining the effectiveness of human resource practices on organizational citizenship behavior with regard to the role of organizational commitment". The data collected through a questionnaire and has distributed among the bank's staff specialized category. The results showed that human resource practices have a positive impact on organizational citizenship behavior. Among actions of human resources (empowerment, development of competence, procedural justice, and information sharing) have the greatest impact on organizational citizenship behavior? As well as human resource practices, based on the path analysis model, can have an impact on organizational commitment on the organizational citizenship behavior. In another study in 2003, the relationship between organizational Citizenship Behavior and quality of services by

Hee Yoon and his colleague were studied. These researchers first suggested the positive relationship between job satisfaction and trust with some aspects of OCB (altruism, civic virtue, and sportsmanship) and then using the SERVQUAL index to measure the quality of services, showed the relationship between the behaviors of citizens with quality services. The main hypothesis of the study that expressed "Customers' perception of service quality, positively depends on aspects of altruism, civic virtue and sportsmanship of organizational citizenship behavior" is confirmed.

In a study conducted in 2004 by Guenzi et al. The effect of interpersonal relationships of customer satisfaction and loyalty of employees was examined. Many hypotheses were examined in this study, the most important of which we can refer to the following:

High levels of customer satisfaction associated with high levels of customer loyalty in the organization. High levels of customer satisfaction with the high level of intention (intention) are linked to the customer loyalty. High levels of perceived close relationship between customers and employees by customers and are associated with high levels of customer satisfaction. High levels of perceived close relationship between customers and employees by customers and customer loyalty behaviors associated with high levels.

A study in 2004 about the relationship between OCB and customer loyalty by Castro and colleagues has been done in which OCB impact on performance and ultimately its impact on customer satisfaction and loyalty are studied. This study was conducted at the level of bank branches in Spain and eventually, all the assumptions have been approved. In fact, this research showed that OCB as an independent variable through the impact on quality of services and performance on the satisfaction, intentions of behavior and customer loyalty as dependent variables, has effects. Ronald Jelinek and Michael Ahern in a paper titled "Alphabet ACB: revealing the dangers Salesperson" that have been published in the number 35 of journal (Industrial Management Marketing (2006) have suggested a model including 7 hypothesis that suggests the impact of organizational factors (organizational and inter-organizational competition) and background factors (stress and organizational fit) and claim that personal factors (locus of control, introspection and compromise with position), will have the effect of moderating in the impact of influencing factors on ACB. They investigated the test method of their model using interviews and questionnaires and data collected from customers and supervisors and dealers. Craig L. Pearce and Robert A. Giacalon. in an article entitled as "Abuse of teams: factors associated with anti-civic behavior in team" that has published in the number 1.33 of the journal of Applied Psychology have studied the subject of ACB in the level of TAB team. They selected examples of change management teams in the commercial organizations and collected the data through questionnaires. Their assumptions include the effect blackguard team leader on the TAB, the negative effect of team commitment on TAB, the

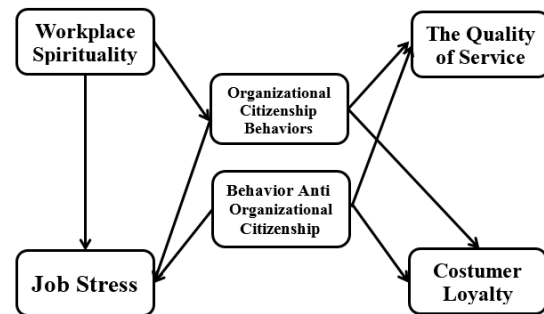
negative impact of perceived organizational support on TAB and the positive effect of the size of the team on TAB. The findings of their research were confirmed first three hypotheses, but the fourth hypothesis, the effect size was not confirmed.

Paul .A. Spector and Suzy Fox in a paper titled " Emotion-focused model of compulsive behavior, some coordination between inefficient or unproductive behavior and organizational citizenship behavior "that have already been published in the Human Resource Management Review (2002) has focused on the central role of emotions in organizational citizenship and unaffected behaviors and attitudes and show that the emotions caused by understanding workplace conditions, if be in the kind of positive emotions lead to OCB and if be of the kind of negative emotions lead to inefficient behaviors. They also know the role of individual factors in the face of environmental conditions and excitement effects and suggest that by managing emotion-inducing situations, employees may be close to OCB and away from the CWB. Another study conducted in 2005 by Armin Regev and Miguel Pigouna. In this study they studied the effect of 5 aspects of workplace spirituality that is ,share team feeling, feel the joy of work, a sense of contribution to society, a sense of alignment of individual and organizational values and sense opportunities for the inner life on the dimensions of organizational commitment, affective organizational commitment, continuous commitment and normative commitment. Their findings show that when people experience spirituality at work, they feel more attached to their organizations, they have a sense of loyalty to their organizations and felt fewer tools to stay committed. In 2003, three researchers named Miliman, Zaplvsy and Ferguson conducted a study with title of spirituality in the workplace and employees' attitudes. They in this study intended to study the relationship between workplace and spirituality and 5 components of working attitude, the organizational commitment, the desire to leave the organization, job satisfaction, job involvement and self-respecting organization based. In their findings spirituality in the workplace with two or more than two working attitudes of people has had a positive effect. A study by Halmand and Astrandvik (2005) as "stress in the employment relationship" was carried out showed that, not only the conducted studies in relation to the employment relationship, in the wide range is associated with stress, but there is a fundamental difference in the degree and type of stress. Also, existing stress in the managing levels is more dangerous and ineffective at the administrative

levels. another study by Gary Blaio et al. (2006) entitled "Evaluation of organizational citizenship behavior and its relationship with organizational performance" was carried out. This study conducted among employees and managers of 12 successful and unsuccessful organizations. In this study among factors affecting organizational citizenship behavior, five factors (sacrifice, duty, loyalty, respect, and sportsmanship) were put to the test

In the organizations, in order that their situation in terms of organizational citizenship behavior and studying the relationship of these indexes with organizational performance. The results showed that the duty index of the employee has the greatest impact and the index of chivalry has the least impact on the organization's performance. Stephen Robbins (2008) conducted a study entitled "The impact of emotional intelligence on organizational citizenship behavior with regard to the role of emotional commitment" has done. The research method based on structural equation modeling and questionnaires has been distributed among 154 employees of service companies. The results of this research show that emotional intelligence can affect the path analysis on organizational citizenship behavior.

3.1. The conceptual model:



(Bolino and Turnley, 2005 , p:745)

Figure 1. Coceptual model

3. MATERIAL AND METHODS

Since the aim of present study is experimental determination of causal relationships between spirituality in the workplace and organizational behavior, between stress and organizational ACB, between organizational citizenship behavior and service quality, between organizational citizenship behavior and customer loyalty, Between ACB and quality of service, As well as Between ACB and

customer loyalty, its method in terms of objective is applied and in terms of how to collect information is correlation-description. The statistical population in this research consists of all employees (women and men) of the mothers' hospital (226 people) and all clients. The questionnaire was distributed among all nurses of the mothers' hospital through a census sampling method. However, 208 questionnaires were completed for reasons such as parental remarriage or lack of cooperation. In addition, 178 people were considered as a sample of customers using available (voluntary) sampling methods. To collect data in the context of theoretical and research literature, the library resources, articles, books and the Global Information network (internet) is used. To collect data for analysis three types of questionnaires was used. In this study, to ensure the validity of the questionnaire the content validity was used. For this purpose, efforts have been made to use the standard questionnaire. Also in this study, Cronbach's alpha was used to determine the reliability of the test. In this study, a prototype contains 30 pre-test of questionnaire was used and then using the data obtained from the questionnaires and using SPSS statistical software the value of reliability coefficient using Cronbach's alpha obtained that this value for the first questionnaire (relates to OCB and ACB and spirituality in the workplace) is 0.80 and for the second questionnaire (related to variables of job stress and workplace spirituality) is 0.822 and for the third questionnaire (relates to variables of service quality and customer loyalty) is 0.905 which indicates that the used questionnaires have the reliability, or in other words, have high-reliability. The research findings were analyzed using SPSS software and Pearson's correlation and regression tests.

4. ANALYSIS OF THE FINDINGS

Test of the first hypothesis of research: Spirituality of the work environment has a significant and negative relationship with occupational stress.

Table 1: Conclusion Pearson correlation test of the first hypothesis

Relationship of Variables	R	Significance level	Result
Spirituality of the work environment with occupational stress	-.52**	P < 0.01	Confirmation

The results indicate that the level of significance is less than 0.01. Therefore, with 99% confidence, we can say that there is a negative and significant relationship between the spirituality of the working environment and occupational stress ($R = -0.52$), so the first hypothesis is confirmed.

Table 2: Model's summary

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
-.52 ^a	.27	.26	2.38

According to the above table, the coefficient of determination indicates that 27 percent of the changes in occupational stress relate to the spirituality of the work environment.

Table 3: Analysis of variance

Model	Sum of squares	Degrees of freedom	average of squares	F statistics	Significance level
regression	406.61	1	406.61	71.32	.00 [*]
Remaining	1083.19	206	5.701		
Total	1489.81	207			

Regression test was used to examine the severity of the relationship between the two variables. Since the significance level of the test is 0 and is less than 1%, we conclude that the intensity of the relationship between these two variables is 99% probable.

Test of the second hypothesis of research: Spirituality of the work environment has a positive and positive relation with organizational citizenship behavior.

Table 4: Conclusion Pearson correlation test of the second hypothesis

Relationship of Variables	R	Significance level	Result
Spirituality of the work environment	0/76	P < 0/01	Confirmation

with organizational citizenship behavior			
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The results indicate that the level of significance is less than 0.01. Therefore, with %99 confidence, we can say that there is a positive and significant relationship between the spirituality of the working environment and organizational citizenship behavior (R = 0/76), so the second hypothesis is confirmed.

Table 5: Model's summary

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
.76 ^a	.57	.57	1.53

According to the above table, the coefficient of determination indicates that 57 percent of the changes in organizational citizenship behavior relate to the spirituality of the work environment.

Table 6: Analysis of variance

Model	Sum of squares	Degrees of freedom	average of squares	F statistics	Significance level
regression	613.57	1	613.57	261.74	.000 ^a
Remaining	445.40	206	2.34		
Total	1058.97	207			

Regression test was used to examine the severity of the relationship between the two variables. Since the significance level of the test is 0 and is less than %1, we conclude that the intensity of the relationship between these two variables is %99 probable.

Test of the third hypothesis of research: Occupational stress has a positive and positive relation with organizational citizenship behavior.

Table 7: Conclusion Pearson correlation test of the third hypothesis

Relationship of Variables	R	Significance level	Result

Occupational stress with organizational citizenship behavior	-.45**	P <0/01	Confirmation
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The results indicate that the level of significance is less than 0.01. Therefore, with %99 confidence, we can say that there is a negative and significant relationship between occupational stress and organizational citizenship behavior (R = -0/76), so the third hypothesis is confirmed.

Table 8: Model's summary

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
-.45 ^a	.20	.19	2.58

According to the above table, the coefficient of determination indicates that 20 percent of the changes in organizational citizenship behavior relate to the occupational stress.

Table 9: Analysis of variance

Model	Sum of squares	Degrees of freedom	average of squares	F statistics	Significance level
regression	324.82	1	324.82	48.53	.00 ^a
Remaining	1271.65	206	6.69		
Total	1596.47	207			

Regression test was used to examine the severity of the relationship between the two variables. Since the significance level of the test is 0 and is less than %1, we conclude that the intensity of the relationship between these two variables is %99 probable.

Test of the forth hypothesis of research: Occupational stress has a positive and positive relation with organizational anti-citizenship behavior.

Table 10: Conclusion Pearson correlation test of the forth hypothesis

Relationship of Variables	R	Significance level	Result
Occupational stress with organizational anti-citizenship behavior	.29**	P <0/01	Confirmation

The results indicate that the level of significance is less than 0.01. Therefore, with %99 confidence, we can say that there is a positive and significant relationship between occupational stress and organizational anti-citizenship behavior (R = 0/29), so the forth hypothesis is confirmed.

Table 11: Model's summary

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
.29 ^a	.08	.08	2.25

According to the above table, the coefficient of determination indicates that 8 percent of the changes in organizational anti-citizenship behavior relate to the occupational stress.

Table 12: Analysis of variance

Model	Sum of squares	Degrees of freedom	average of squares	F statistics	Significance level
regression	94.10	1	94.10	18.53	.00 ^a
Remaining	964.87	206	5.07		
Total	1058.97	207			

Regression test was used to examine the severity of the relationship between the two variables. Since the significance level of the test is 0 and is less than % 1, we conclude that the intensity of the relationship between these two variables is %99 probable.

Test of the fifth hypothesis of research: organizational citizenship behavior has a positive and positive relation with the quality of service.

Table 13: Conclusion Pearson correlation test of the fifth hypothesis

Relationship of Variables	R	Significance level	Result
Organizational citizenship behavior with the quality of service.	.72**	P <0/01	Confirmation

The results indicate that the level of significance is less than 0.01. Therefore, with %99 confidence, we can say that there is a positive and significant relationship between occupational stress and organizational anti-citizenship behavior (R = 0/72), so the fifth hypothesis is confirmed.

Table 14: Model's summary

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
.72 ^a	.52	.51	2.29

According to the above table, the coefficient of determination indicates that 52 percent of the changes in the quality of service relate to the organizational citizenship behavior.

Table 15: Analysis of variance

Model	Sum of squares	Degrees of freedom	average of squares	F statistics	Significance level
regression	1079.33	1	1079.33	205.45	.000 ^a
Remaining	998.14	206	5.25		
Total	2077.47	207			

Regression test was used to examine the severity of the relationship between the two variables. Since the significance level of the test is 0 and is less than % 1, we conclude that the intensity of the relationship between these two variables is %99 probable.

Test of the sixth hypothesis of research: Organizational citizenship behavior has positive and positive relationship with customer loyalty.

Table 16: Conclusion Pearson correlation test of the sixth hypothesis

Relationship of Variables	R	Significance level	Result
Organizational citizenship behavior with customer loyalty.	.55**	P <0/01	Confirmation

The results indicate that the level of significance is less than 0.01. Therefore, with %99 confidence, we can say that there is a positive and significant relationship between Organizational citizenship behavior with customer loyalty (R = 0/55), so the sixth hypothesis is confirmed.

Table 17: Model's summary

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
.55 ^a	.30	.30	3.31

According to the above table, the coefficient of determination indicates that 30 percent of the changes in the customer loyalty relate to the organizational citizenship behavior.

Table 18: Analysis of variance

Model	Sum of squares	Degrees of freedom	average of squares	F statistics	Significance level
regression	1079.33	1	1079.33	205.45	.000 ^a
Remaining	998.14	206	5.25		
Total	2077.47	207			

Regression test was used to examine the severity of the relationship between the two variables. Since the significance level of the test is 0 and is less than %1, we conclude that the intensity of the relationship between these two variables is %99 probable.

Test of the seventh hypothesis of research: Organizational anti-citizenship behavior has positive and positive relationship with the quality of service.

Table 19: Conclusion Pearson correlation test of the seventh hypothesis

Relationship of Variables	R	Significance level	Result
Organizational anti-citizenship behavior with the quality of service.	-.86**	P <0/01	Confirmation

The results indicate that the level of significance is less than 0.01. Therefore, with %99 confidence, we can say that there is a negative and significant relationship between Organizational anti-citizenship behavior and quality of service (R = 0/86), so the seventh hypothesis is confirmed.

Table 20: Model's summary

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
-.86**	.75	.74	1.44

According to the above table, the coefficient of determination indicates that 75 percent of the changes in the quality of service relate to the organizational anti-citizenship behavior.

Table 21: Analysis of variance

Model	Sum of squares	Degrees of freedom	average of squares	F statistics	Significance level
regression	1197.73	1	1197.73	570.70	.00 ^a
Remaining	398.74	206	2.09		
Total	1596.47	207			

Regression test was used to examine the severity of the relationship between the two variables. Since the significance level of the test is 0 and is less than %1, we conclude that the intensity of the relationship between these two variables is %99 probable.

Test of the eighth hypothesis of research: Organizational anti-citizenship behavior has positive and negative relationship with the customer loyalty.

Table 22: Conclusion Pearson correlation test of the eighth hypothesis

Relationship of Variables	R	Significance level	Result
Organizational anti-citizenship behavior with the quality of the service.	-.26**	P <0/01	Confirmation

The results indicate that the level of significance is less than 0.01. Therefore, with %99 confidence, we can say that there is a negative and significant relationship between organizational anti-citizenship behavior and the customer loyalty (R = -0/26), so the eighth hypothesis is confirmed.

Table 23: Model's summary

Multiple correlation coefficient	Coefficient of determination	Adjustment factor	Estimation error
-.26 ^a	.07	.06	2.27

According to the above table, the coefficient of determination indicates that 7 percent of the changes in the customer loyalty relate to the organizational anti-citizenship behavior.

Table 24: Analysis of variance

Model	Sum of squares	Degrees of freedom	average of squares	F statistics	Significance level
regression	76.63	1	76.63	14.82	.00 ^a
Remaining	982.34	206	5.17		
Total	1058.97	207			

Regression test was used to examine the severity of the relationship between the two variables. Since the significance level of the test is 0 and is less than %1, we conclude that the intensity of the relationship between these two variables is %99 probable.

5. DISCUSSION AND CONCLUSION

As expected, there was a positive relationship between the spirituality in the workplace and organizational citizenship behavior. such a

relationship is logical. the existence of this relationship can be explained as; we conceptualized the spirituality in the workplace with six teams, individual and corporate values harmony, pleasure, opportunities for the inner life, sense of divine supervision and feel we contribute to the community. Employees, who have a deeper meaning in their work, make more importance to their work. Such employees will probably have a great work ethic and act as spontaneously and self-control. For example, even when someone does not supervise them, obey all laws. Such employees are always trying to keep up to date their information, knowledge, and skills. These staff due a deep meaning that they feel in their job, handle difficult situations and for doing things better, they help their colleagues, including low-skilled workers.it is common that the staff who believe that the humanity have interconnected and in the workplace have a deep sense of solidarity with their colleagues they have deeper consideration than their colleagues. Such members help other employees to do their jobs better. For example, a nurse might help his/her colleague that is absent or his/her work is relatively in high volume. These employees because of loving their workplace, probably do measurements which are not their duty. Such employees, who know the managers and subordinates in relation to them will have more Work Conscience and do not enlarge small problems, and instead, focus on the mistakes of others, so pay attention to the positive things in order that both make the space friendlier of the organization and improve its performance. Employees who see their values and goals align with the organization's values and mission believes that the organization will take care of them and they are sensitive to issues, the positively understand the environment and atmosphere of the organization and they are sensitive to do things better and improve the image of the organization. Such employees have more interests to participate and take responsibility in organizational life. These staff with eagerly help others, especially those who have problems with work, caused that improve overall organizational performance. These employees if necessary, are able to work more than common, have a high work ethic, less complaining of harsh working conditions and do measurements to improve organization's image in the community. The reason of such activities is that the staff knows the organization as their supporter and in fact do not actually separate them from organizations. From the whole discussion, it can be concluded that employees who experience spirituality in the workplace, are more talent and more inclined to do behaviors beyond the obligation. As expected, there was a significant inverse

relationship between the stress and organizational citizenship behavior; that this behavior can be explained as:

The stress in organization leaves the adverse effects on the quantity and quality of works staff. The factors and roots of stress are not only in the organization, but there are external stress factors that face the person with stress and tension. In this way the person enters the organization with stress and on the other organizational factors increases a person's stress. It is obvious that a person who placed in a stressful situation consequently cannot do activities beyond their duties, but even weakened his usual performance, reduces work desirability. So it is not unexpected that the nurses who in the hospital go under stressful conditions work with low-level OCB because the stress affects the relationship between the staff and lead to lack of proper relations and consequently reduction a part of OCB (For example, helping colleagues)

As expected, there was a positive relationship between organizational citizenship behavior and service quality. The logic of these relationships can be explained as follows:

OCB directly has a positive effect on the relationship between employees and customers and improves customers' perceptions of service quality. Employees who show OCB behaviors, they are able to improve the quality of services because they are trying to help others with a better style, including helping customers. In our review sample; Madaran hospital the situation is very evident because of nursing behaviors, in fact, is a part of their service to their customers. This is what these customers are either ill or sick relatives. Therefore, it seems that the situation of this variable greatly can affect the quality of provided services. Socialization theory also helps us to understand the relationship. According to socialization studies the employees who are doing behaviors such as organizational citizenship behavior, there is more probability that does other types of aid acts, such as consumer behavior-oriented behaviors. For example, conscientious people are more likely to try to solve customer problems.

Another reason is the impact of organizational citizenship behavior on the internal organizational aspects which indirectly improves the quality of service. OCB behaviors increase employee productivity and working groups, encourage teamwork, increases the communications, cooperation and helping of employees each other.

Reduces rate errors and promotes the participation and involvement of employees. Employees who positively perceive the working environment, they are likely to be more customer oriented. Thus, organizational citizenship behavior by affecting internal factors of the organization such as atmosphere, service, work environment, employee retention and lead to higher quality of the service. As expected, the relationship between organizational citizenship behavior and customer loyalty also studied two under study populations that the following analysis of it can be stated:

Organizational citizenship behavior and customer loyalty are two different variables. The first is internal because it provided by employees or supervisors, but the second is external and is evaluated by customers. This caused the correlation between these two variables would be affected by many factors. Researchers believe that many variables as intermediate variables, control, and intervention are effective in this area. The service type organization and its specific environment is the most important variable that researchers assume that its effect should be controlled. In this study, the considered population is the hospital that is a government organization and has a dynamic environment. The hospitals in terms of the services it offers, have almost the most serious competitors in the country and so the customers have also multiple choices; thus the most challenge of the hospital in this study is maintaining its customers and offering quality services to customers. Certainly, there are cases, violation of this relationship with other organizations. For example, organizations that are exclusive in their services will never face with this problem that, their organizational citizenship behaviors lead to growth and improve their customer loyalty. In general, customer loyalty returns to stay or not stay with a customer, and when a customer has the select more than one, then his staying or not to remain purely related to internal factors. From the overall discussed issues, it can be concluded that if the internal environment, stimulating o organizational citizenship behaviors beyond duty by employees, increase the quality of services provided by them. Of course the researcher believe that probably in this relationship also some mediating and confounding variables are effective that future research should identify them. Marketing researchers have concluded that the quality of service leads to customer loyalty (Zitmal t al; 1996). Accordingly, in this study we encountered with a new relationship in the data analyzing that the relationship between service quality and customer loyalty was expressed. This point should be

explained that when patients refer to the hospital again that evaluate the quality of provided services as excellent and in comparison to other competitors have some advantages but as the results showed, and we expected ACB behaviors have meaningful and direct relationship with stress and had inverse and meaningful relationship with quality of services; In discussing these results we can mention the following points:

In the previous analysis expressed that stress reduces the risk of citizenship behaviors. Usually in the field studies, the phenomena that are not directly visible, are measured and examined for their effects and consequents. Stress has three categories of psychological, physical and behavioral consequences. Doctors and psychiatrists normally by observing psychological and physical effects diagnose the stress in patients but the behavioral consequences of stress could have other reasons except the stress or it is not possible to directly ask people like a physician or psychiatrist. The standard questionnaire that exists in this case, are in medicine and psychiatry. So the questions posed in the questionnaire of this study asked the specific agents that could potentially be a source of tension. We know that stress exists and has a progressive nature, but never happens until it accumulated a certain extent in person and this limit is different for different people. Probably spiritual existence of religion or beliefs increases the capacity of stress in people. Of course, in the process of analyzing the collected data this relationship between Madaran hospital nurses was proved and the inverse relationship of workplace spirituality and stress was confirmed. Results of the test in relation to presence anti-citizenship behaviors confirm that the type of behaviors that logically can have behavioral consequences of stress does not exist among nurses of Madaran hospital, behaviors such as malice and aggression.

As organizational citizenship behaviors can increase the efficiency, quality of provided services and consequently increase customer loyalty, to the same level existing ACB behaviors reduces service quality and customer loyalty. Basically, one of the main objectives of introducing people to the organization and the formation of work teams is that in the set of human activities always there is the factor with the name of synergy that makes the result of human activities from its sum. Here the ACB behaviors considered as a factor that reduces this synergic factor and consequently reduces organizational effectiveness.

The results showed that there is a significant and negative relationship between Spirituality of the work environment and occupational stress. Since spirituality gives a new personality and surprisingly increases self-esteem and makes the person more stable in his work; therefore, the entry of spirituality into organizations and working environments gives employees this ability to reduce occupational stress.

6. RESEARCH SUGGESTIONS

Suggestions on the relationship between Spirituality of the work environment and organizational citizenship behavior

- In general, the promotion of spirituality of the work environment can be studied at two levels: individual and organizational. At the organizational level, it is said that spirituality should be applied throughout the organization and the organization as a whole should be spiritual. Mitrotov and Denton (1999), who suggested this idea, stated that since there are many differences between the preferences, interests and tendencies of individuals, spirituality should be at the organizational level instead of the individual level and the organization should be considered as a whole.
- At the individual level, the emphasis on individual spirituality is encouraged. In this case, the organization does not have a specific spiritual or religious orientation and instead, it is intended to encourage or meet the spiritual needs of individuals (Cash & Gray, 2000). At this level, it is assumed that the organization is a group of people and each of them has a different spiritual perspectives and the leaders of the organization must understand and accept the diversity of the religious people and provide a ground for the flourishing of this diversity; Therefore, at this level, the encouragement and promotion of spirituality in the workplace begins from the work environment instead of the whole organization (Turner, 1999).
- Therefore, at the individual level, spirituality encourages people to speak freely about their spiritual ideas and help them to link these ideas with the values of the organization.
- The hospital should provide conditions for people to enjoy their work in the organization. With actions such as job rotation and job enrichment, managers can increase the attractiveness of work for employees. If the work be enjoyable, employees would perform their duties with greater commitment and professionalism.

- Allowing employees to freely express their beliefs at work. This also makes it possible to express different statements from spirituality and the person does not fear the expression of his spirituality, which can be of any source.

- Educational programs, interpersonal communication and listening skills must be implemented to help promote the process of dignified discussion in the hospital, which is easier to accomplish through the skills acquired by teamwork that will create the feeling of integrity and solidarity in the organization.

- Instead of using regulatory levers such as direct supervision by supervisors or colleagues and even indirect monitoring, we should foster this feeling among employees that they are being monitored by a superior supervisor.

- People like to do meaningful things, they hope others respect their privacy, they tend to work in a profession whose values are consistent with their individual values and they like to experience pleasure in their work.

- If the organization allows individuals to reach these spiritual resources and satisfy their spiritual needs, it is likely that people wholeheartedly (physical, spiritual, emotional, and spiritual) will appear in their profession and will perform their duties. They become much more committed to their profession in terms of their emotional and normative nature, which has both individual interests and organizational interests.

Suggestions for organizational citizenship behavior, organizational anti-citizenship behavior and customer loyalty

- Informing patients: In many cases, patients or their companions have unreasonable requests; they must be informed and be justified. Surveillance nurses should preferably report on such requests and, in certain times, propose them in a collective manner on the basis of their issues. The use of such an instruction will increase the degree of compliance between customer expectations and the way services are provided by the hospital and its staff.

- Creating effective communication channels for the customers to address the problems and complaints of patients and their relatives can greatly familiarize the hospital with their expectations, which can help them to grow and strengthen their services by regulating schedules.

- Staff training and retraining greatly add to the quality of services provided in the hospital.

- Use of modern technology to achieve customer satisfaction and loyalty.

Suggestions related to organizational citizenship behavior, organizational anti-citizenship behavior and occupational stress

- Creating a friendly and collaborative atmosphere, instead of competition, can reduce the stress of employees, create a kind of social capital in the organization and increase the sense of solidarity and consensus among employees. Strengthening the relationships of individuals within the organization so that they feel themselves as members of a group and try to caring for their colleagues will ultimately lead to increased coherence of individuals and groups within the organization and increase the sense of solidarity among the staff.

- The stress of the work environment of the hospital is such that it cannot be controlled or even reduced by appropriate organizational conditions; accordingly, the hospital can be affected by providing its own conditions outside the hospital. Extraterritorial conditions (such as recreational programs or eating a meal alongside each other) greatly affect internal organizational stress, and of course these effects are quite two-dimensional; they can also reduce stress and increase it in the work environment.

- Hospital is required to provide decent organizational conditions in order to reduce the stress of its internal environment and improve the motivation of its personnel; Most organizations and institutions around the world have tried to create a calm and intimate environment within their organization, by fitting their external environment; Extending organizational communication to the outside the work environment is a factor that greatly enhances the promotion of appropriate organizational conditions; Occasionally, the impact of out-of-office programs is such that the employees of that organization consider their identity to be dependent on it and refer to it in their introduction.

Suggestions for organizational citizenship behavior, organizational anti-citizenship behavior, occupational stress and quality of service

- Hospital managers should be aware that quality of service is a useful strategy for their organization. They must believe that investing in quality of service leads to profitability of the organization. But it should be noted that the relationship between quality of service and profit is not a simple relationship. Researchers differentiate between offensive effects (for example, gaining more market share) and defensive effects (customer retention, lowering promotional costs) to respond to the quality of service on profits. In the following figure, the relationship between the quality of service and earnings, which includes both of these effects, is shown. Improving the quality of services leads to attracting new customers (offensive effect) and enables the organization to maintain its current customers (defensive effect).

- Quality of service can help an organization to differentiate itself from other organizations and achieve sustainable competitive advantage. High service quality is considered as a key factor in long-term profitability not only for service companies but also for manufacturing organizations. One of the direct effects of providing quality services is to improve the organization's ability to meet the needs of its customers, as the organization understands what customers want. Also, providing better services to customers will cause repeat purchases and positive mouth-to-mouth advertising to potential customers. Another direct effect of service quality is to increase the organization's ability to efficiently provide services to its customers, because the organization understands its customers' needs, thus reducing unnecessary services or removing them. Increasing the efficiency and effectiveness in the provision of services will increase the organization's profitability.

Suggestions for the spirituality of the work environment and occupational stress

- Establishing weekly or monthly meetings with hospital departments and creating weekly newsletters or weekly bulletins, or creating a site for hospital staff to bridge the gap between nurses and managers.

- In order to resolve the problem of the difference in educational level between doctors and nurses, the officials of the organization should pay more attention to people outside the post and degree system.

- Designing a suitable employee assessment system and taking into account the distinctions of

individuals, the performance of employees should be investigated, based on their efforts, not according to the job rank and those who have had a satisfactory performance should be encouraged and celebrated.

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