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THE RELATIONS BETWEEN SPIRITUALITY AT WORK, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, CUSTOMER LOYALTY AND SERVICE QUALITY AMONG EMPLOYEES OF MANUFACTURING COMPANIES OF AUTO PART

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ABSTRACT

This research aims to investigate the relations between spirituality variables in work, organizational citizenship behavior, customer loyalty and quality services. The statistical population of this research was about 1124 staffs of manufacturing companies of automotive parts. And based on Cochran formula, 286 persons were selected as statistical sample. To collect data and information for analyzing, the related questionnaire to spirituality was used in the work environment of Ashmes and Dochen (2000) and Milimen et al (2003), the Padsakf organizational citizenship behavior and et al (1990) and Net meyer et al (1997), the questionnaire of service quality was used by using famous SERVQUAL scale (parasuraman et al, 1988) and the questionnaire of customer loyalty was used by using Zitamel et al scale (1996). To analyze the data, SPSS 16, 8.80 LSREL software were used and the obtained results of structural equation and Pearson correlation coefficient shows that there is a significant relation between spirituality in workplace and organizational citizenship behavior, organizational citizenship behavior and quality of services. And there is not any relation between organizational citizenship behavior and customer loyalty. On the other hand, due to the lack of relation between organizational citizenship behavior and customer loyalty, spontaneous, fourth hypothesis was rejected.

Keywords: Spirituality at work, Organizational citizenship behavior, Customer loyalty, Service quality

INTRODUCTION

The concept of organizational citizenship behavior in the past 15 years has been the subject of many studies and its importance continues to grow. The conducted studies are mainly three types. A series of studies were focused on prediction and experimental test of antecedents of OCB. In this context, factors such as job satisfaction, organizational commitment, organizational identity, organizational justice, trust, leadership types, the types of leadership, the relation between leaders and followers and … have been proposed as causes of organizational citizenship behavior [Podsakoff et al, 2000]. On the other hand, a series of studies focused on consequences of organizational citizenship behavior. In this regard, factors such as organizational performance, organizational effectiveness, customer satisfaction, customer loyalty, social capital were developed [Bolino et al., 2002; Morrison, 1996; Podsakoff et al., 2000; Yoon and Suh, 2003]. About organizational citizenship behavior, there is not still a single agreement between researchers. For example, dimensions such as helping behavior, sportsmanship and passed, organizational loyalty, compliance, individual innovation, conscience, personal development, courtesy and consideration, civic virtue, altruism, etc in various studies are considered as forming dimensions of organizational citizenship behavior. Also some researchers distinguished between citizenship behaviors in relation with other peoples and in relation with entire organization [Podsakoff et al., 2000; William and Anderson, 1991].

In this paper, spirituality of workplace is measured as one of the antecedent factors of organizational citizenship behavior. One of the most important rivers in business and management in the 21st from the mid-90s has been seriously discussed, is focus on staff's spirituality among organizations [Shellenbarger, 2000].

Due to the personal nature of spirituality, in this regard, there are different concepts and definitions. In this paper, our work's basis is to define the spirituality in workplace by Ashmes and Dochen that is:

"understanding and identifying that a dimension of staff's life is hidden and this dimension can be grown and by carrying out meaningful works, this dimension increases in life. [Ashmos and Duchon, 2000].

According to the importance of service quality, many researchers have attempted to identify the antecedent of service quality [Yoon and Suh, 2003]. One of the most important and effective factors of service

quality is staff behavior in an organization. In fact, the activities of employees within an organization that provides a link between organization and customers. The purpose of these activities is to maintain the customer loyalty by meeting their needs. In order to ensure of success In providing high quality services, employees are critical, because, finally they are responsible for providing services and meet the expectations of their customers (Castro et al., 2004). Also, today, this issue is widely accepted that keeping existing customers is much cheaper than attracting new customers. Competitiveness of many industry and services is considered to the ability of organizations to create loyal customers [Pont and McQuilken, 2005]. In the academic literature, a significant volume of information are present to defining and determining the dimensions of customer loyalty. However, researchers have not yet reached to a unit definition [Dick and Basu, 1994; Oliver, 1997, Rundle-Thiele, 2005]. We can simply, define the customer loyalty as follows:

"Loyalty is a favorable attitude to a brand or service and its frequently purchase."

Therefore, this study aims to investigate, on one hand the relatively new concepts of workplace spirituality as a antecedents of oCB, and on the other hand, measure the effect of organizational citizenship behavior on two marketing variables such as service quality and customer loyalty.

RESEARCH LITERATURE

Spirituality at work

There are two views about the relation between religion and spirituality. The first view considers this relation in three beliefs which are:

1-ovelapping and identical concepts of religion and spirituality

2-the majority of spirituality from religion

3-the majority of religion from spirituality

In the second view, it is emphasized on the lack of relation between religion and spirituality. The main components and features of spirituality include:

Table 1 The characteristic of spirituality among different provided definitions(Maralack, 2008)

Communication (in both tension, cohesion, unity, belonging and Participation, belonging to himself, other people and creatures, Universe, see everything good)	**Sense of fear (or wandering about life, surprise, or a sense of deep appreciation and respect)**
Different from religion (varies by religion and beyond)	**Gratitude**
Forgiveness	**Source of energy and motivation**
Nature (essence, the core, the center or real)	**Spontaneity**

Well-being (health and development in all aspects of life)	**Immortality (infinity, eternity and immortality)**
Excellence (especially self-transcendence)	**Sense of harmony**
Values and beliefs (values and priorities in life. And individuals to maintain their deep belief	**Looking for answers to existential questions (questions about the infinite and trying to make sense of life, personal interpretation of life)**
Introversion (self, a deep sense of self, optional)	**Peace (inner peace or peace of mind)**
Love (unconditional love / love experience)	**Intangibility (metaphysical and spiritual, supra Natural, immutable and invisible)**
Belief in a higher power (beyond of God, or in a higher power, universal power, the source of life)	**The meaning and purpose of life (sense of pushing the meaning / purpose / do / Professional)**
Inspiration (creativity and imagination)	**The experience (knowledge and experience, knowledge, higher consciousness, the intensity of the experience)**
Integrity (integration / merger)	**The bearing (inner strength in the face of adversity)**
Intuition and wisdom	**Holism**

"Spirituality at work, trying to create a relative sensitivity to the relation of hero, intrapersonal, interpersonal and inter-personal in work life in order to achieve the personal excellence and to human excellence."

This definition encompasses all aspects of human existence that recently World Health Organization for human's psycho-physiological health accepts the biological, psychological, social and spiritual dimensions. So, spirituality has an inner dimension (spiritual and physical) and external dimension (environmental and social). Living dimension is linked to interpersonal communication by creating sensitivity, social dimension is linked to interpersonal communication by creating sensitivity, psychological dimension, by creating sensitivity is linked to intra-personal communication and spiritual dimension is linked to inter-personal communication by creating sensitivity. Work is a material process, in other words, what can be seen from human activity is movement and physical efforts. But what is important to create or continue work or reaching to effective goal, is his/her elasticity and demand to satisfy his/her needs. So, the driver of the members and organs of the human spiritual dimension is his/her spiritual dimension and it tries to satisfy his/her spiritual needs. (Jafari and Rastegar, 2007).

Ashmes and Dochen (2000) consider the reasons of growth of interest in spirituality in workplace especially in the united states:

1.downsizing, reengineering, and terminate the service in the last decade can lead America'a changing work environment to the workplace where there is injustice in wages and this lead to weak of employee morale and thereby the workplace can becomes an unfit place for work.

2.for most people, workplace can lead to consistent link with other people and human needs and also it is the main source of solidarity and cooperation.

And this is due to the reduction of family relations, religious centers and social groups (civil).

3.Curiosity about peace cultures and eastern philosophy and philosophies such as Zen Buddhusm and Konfesiosim which encourage speculation and it emphasizes on values such as group loyalty, spirituality discovery in any activity.

4. aging the world population, stop of the progression of life, uncertainty and death have been inclined to think more about life.

Increasing of global competition lead to this situation that organizational leaders understand that creativity of staffs should increase (Ashmos and Duchon, 2000).

Organizational loyalty

Loyalty is considered one of the consequences of adherence to spiritual and moral values. In the context of workplace, it has the characteristics such as tendency in all situations to the organization of workplace, and effort to help the organization's goal, attitude and positive view towards the organization, acceptance of changes was planned and tend not to commit any act which is harmful for organizational performance

(Ali, 1993, Ali , Al-Kazemi, 2007). In general term, the loyalty in the workplace of an organization provides the necessary conditions for higher productivity and efficiency, because, from many aspects, this variable shows the targeted and meaningful efforts for peoples (GolParvar, andNadi, 2009, Salanick, 1983)

Research evidence show that trends to ethics and spirituality has a positive relation with employee loyalty and in workplace. It should be noted that accurate and humanitarian work as a dimension of Islamic work ethics has significant overlap with spirituality and its dimensions. This overlap is from this vision that in spirituality of workplace, it is a significant emphasis on human's work value and ethic values, both individually and humanity. The meaning of loyalty to the organization is to employing all powers of the employees to achieve organizational goals, accountability and eager to do works, double effort and coordination with changes and issues like that. H. Becker says that:

If a person with knowledge about the better situation, higher wages and better conditions, refuse of that job to maintain his current job and it is considered the person's loyalty to organization (Gharache and Daboian, 2011). The staff's loyalty and long-term activity of peoples in organization can lead to more

relations in an organization. And this issue can lead to effective communication and intimacy of staffs and increasing their motivation and desire to be active in the organization. The relation between employees and the members of a group in an organization is known with lateral relations and it is a direct channel to coordination and solve the problems in the organization and it included an important part of employee satisfaction (Broumand, 2007).

The indexes of employee loyalty

To measuring the staff's loyalty, there are indicators that we can mention to some of them(Hooi, 2013):

1. Staff's productivity, 2.persistence in job, 3.refer for agencies recruitment, 4.the employee's comments and views. 5.be volunteer to oversee the organizations 6. Go back to work in a trail period and first year of employment.

7. Formal complaints, 8. Unjustified absences, 9. Staff failure in compete, 10. Rate of return against former employees

By reviewing the background of researches of loyalty, Ali(1993) states the characteristics of all loyal staffs as follows:

1. Showing high attachment to organization even in hardship situations

2. Showing a willingness to do extra works (beyond the role behaviors) to achieve organizational goals

3. Showing a positive attitude in the relation with others

4. being receptive to planned organizational change

5. Comminting anti-act behaviors in compare with low loyalty people

Organizational Citizenship behavior

Brightman states the OCB is a continued and voluntary commitment to objectives, methods and ultimately the success of organization. And an organization which is based on appropriate participation and advantage of its employees has this advantage (Brightman, 1999). Finklestin and Baner defined the OCB as work activities that are surplus of official duty and they help to the organization's performance. In their opinion, the OCN is stated for social organizational behavior. (Finkelstein and Baner, 2004), Castero et al (2004) define the key elements that are in the definition of organizational citizenship behavior and they are expressed as follows:

It is a kind of behavior which is go beyond what was defined by organization, formally.

There are types of non-certain behaviors

Some behaviors are not rewarded, specifically.

There are so important for effectiveness and success of organization.

Dimensions of OCB

It can be said that the most prestigious provided segmentation is provided about the dimensions of OCB by the Organs. Organ provided the following five dimensions for OCB:

1. 1.Loyalty: Loyalty is a behavior that a person performs more than the minimum requirement of the national task as a duty of job (Hoveyda and Naderi, 2009)

2. Altruism: this mode refers to useful and beneficial behaviors such as intimacy, empathy, and compassion among colleagues and they help to employees who have problems in working, directly or indirectly. Although, some experts such as Padsakof, place the citizenship behavior as altruism and conscientiousness in a class. And they called it "auxiliary behaviors" (Islami and Sayyar, 2008).

3. 3.Virtue of citizenship: it means that is aware of improvements and organizational changes. The person not only should be present in organizational meetings, but he/she should active participation. And this issue is so important that person provide a better view of its organization, inside or outside the organization; and t shows his high virtue of citizenship (Ayoubi Rad, 2009).

4. generosity: this feature emphasis on positive dimensions of organization rather than negative dimensions in an organization. And it means the tendency to patience against the inevitable harassment and work extortion without any complaining (Islami and Sayyar, 2008).

5. 5.reverence: this concept represents how people behave with colleagues, supervisors and organization audience (Organ, 1998). And there are works which are not required in an organization, but doing it is in profit of organization (Castro et al, 2004).

6. The results of literature assessment show that there are different dimensions for organizational citizenship and we can infer to some of them in the following table.

Service Quality

In the literature of marketing and management, there is not still a single agreement fir definition and conceptualization of service quality. However, we can define

the perceived service quality by customer, as follows:

"It is a type of judgment that customers conduct it based on their perception after a receive service process, so they compare their expectations with the services that they percept its receiving." (Groonroz, 1984; Zitamil 1988). According to this definition, service quality is dependent on two factors: expected services and perceived service, Groonroz 91984) states that previous experiences in relation with a service can be effective on a customer's expectation, While the perceived services are caused by customer perception of the service. In fact, service quality is an attitude which is related with customer satisfaction, but not equivalent; and it is caused by the comparison of customer's expectation with organization performance.

(Bolton and Drew, 1991, Parasuraman et al, 1988). It was said that quality is a multidimensional phenomenon and to reach service quality, its important dimensions must be recognized. Based on gap idea between expectation and perceptions, parasuraman et al (1988) identified five dimensions of service quality. On this basis, for measuring service quality, In 1988, they create a scale which is known as SERVQUAL model. This model has gained wide acceptance in the world and it was used in various services such as medical schools, hospitals and retails, chain stores, higher education institutions, universities, tourism, banks, hotels and etc; in fact, it is still the most widely used tool for measuring service quality. The dimensions of this model are: reliability, responsiveness, assurance, empathy and tangibles.
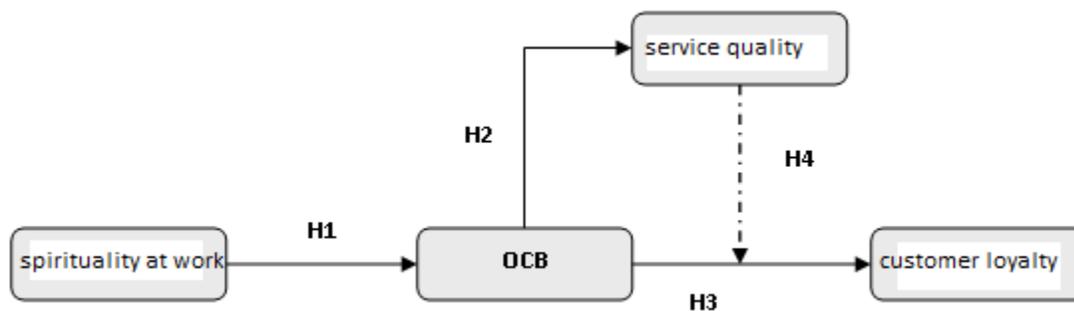

Figure 1.Conceptual model of research

RESEARCH HYPOTHESIS

1. There is a positive relation between work environment and organizational citizenship behavior.

2. There is a positive relation between organizational citizenship behavior and service quality

3. There is a positive relation between organizational citizenship behavior and customer loyalty.

4. Service quality in a relation with organizational citizenship behavior and customer loyalty acts as a mediator.

METHODS

The present study is an application study. In terms of data collection, the present study is descriptive and correlational. A number of employees, supervisors and clients of manufacturing companies of auto parts in this research, the employees will answer to the questions related to spirituality of workplace, supervisors answers to the questions related to organizational citizenship behavior and referrals will answer to the questions related to service quality and customer loyalty. The statistical population of this study was 1124 peoples and 286 persons were selected based on Cochran formula. To data collection and to analyzes, 3 questionnaires were used:

A) Questionnaire related to spirituality in workplace was responded by employees. This questionnaire has been designed by using two measures of spirituality in the workplace, Ashmes and Duchon (2000) and Milimen et al (2003). This questionnaire measures three

dimensions of significance of work (5 items), feeling of solidarity with others (4 items) and alignment with the values of organization (5 items). The questionnaire related to organizational citizenship behavior was answered by supervisors about employees. This questionnaire is designed by using to scales of organizational citizenship behavior, Padsakof et al (1990) and net meyer et al (1997). This questionnaire measures four dimensions of forgiveness and sportsmanship (3 items), civil morality (3 items), altruism (3 items), conscience (3 items). Questionnaire related to service quality and customer loyalty was responded by referrals. The questionnaire of service quality was designed by SERVQUAL famous measure (Parasuraman et al, 1988). This questionnaire measures 5 dimensions of tangible factors (4 items), reliability (5 items), confidence (4 items), responsiveness (3 items) and empathy (5 items). The questionnaire of customer loyalty was designed by using Zitamel et al (1996). This questionnaire measures three dimensions of oral advertising (3 items), behavioral intentions (3 items),

and price sensitivity (2 items). The amount of reliability coefficient was measured by using Cronbach's alpha that Cronbach's alpha of spirituality in workplace was obtained 85% , OCB was 83%, service quality was 79% and customer loyalty was 81%.

5. Data Analysis

The first Hypothesis

There is no significant relation between spirituality in workplace and organizational citizenship behavior in the desired society.

$$H_0 : \rho = 0$$

There is a significant relation between spirituality in workplace and organizational citizenship behavior in the desired society.
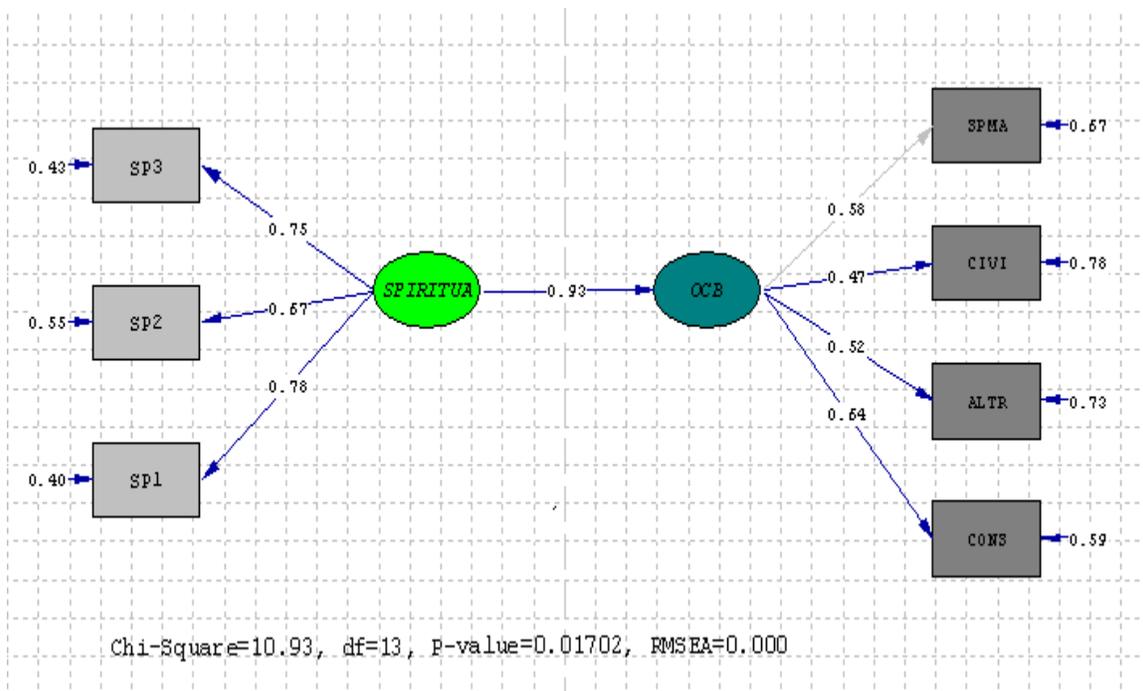
$$H_1 : \rho \neq 0$$

Chi-Square=10.93, df=13, P-value=0.01702, RMSEA=0.000

Figure 2: The test output of causal relation between spirituality in workplace and Organizationalcitizenship behavior

Table 2: Results of implementing structural model between spirituality in workplace and organizational citizenship behavior

First hypothesis	Non-standard coefficient	Standard Coefficient (R)	R^2	t-value	Result
Spirituality in workplace Organizational citizenship behavior	0.76	0.93	0.86	5.30	Accepted
X^2=10.93 df = 13 RMSEA = 0.000 GFI = 0.97 AGFI = 0.93 T value is significant in 99% confidence level.					

As It can be seen, firstly, by considering the significance of t value, first hypothesis is confirmed in 99% confidence level. Secondly, the credit and fitness of model are confirmed, because the value of Chi-square, the value of RMSEA, and chi-square to low freedom

degree and the value of GFI and AGFA are above 90%. Thirdly, the determination coefficient is equal to R^2 or 0.86. this means that 86% of the variations in organizational citizenship behavior can be explained by spirituality in the workplace. So, H0 is not confirmed and H1 or the first hypothesis of research will be confirmed. Therefore, we can say that spirituality in workplace in desired society in 99% confidence level can lead to organizational citizenship behavior.

The second hypothesis

There is no significant relation between organizational citizenship behavior and service quality in the desired society.

$$H_O: \rho = 0$$

There is a significant relation between organizational citizenship behavior and service quality in desired society.
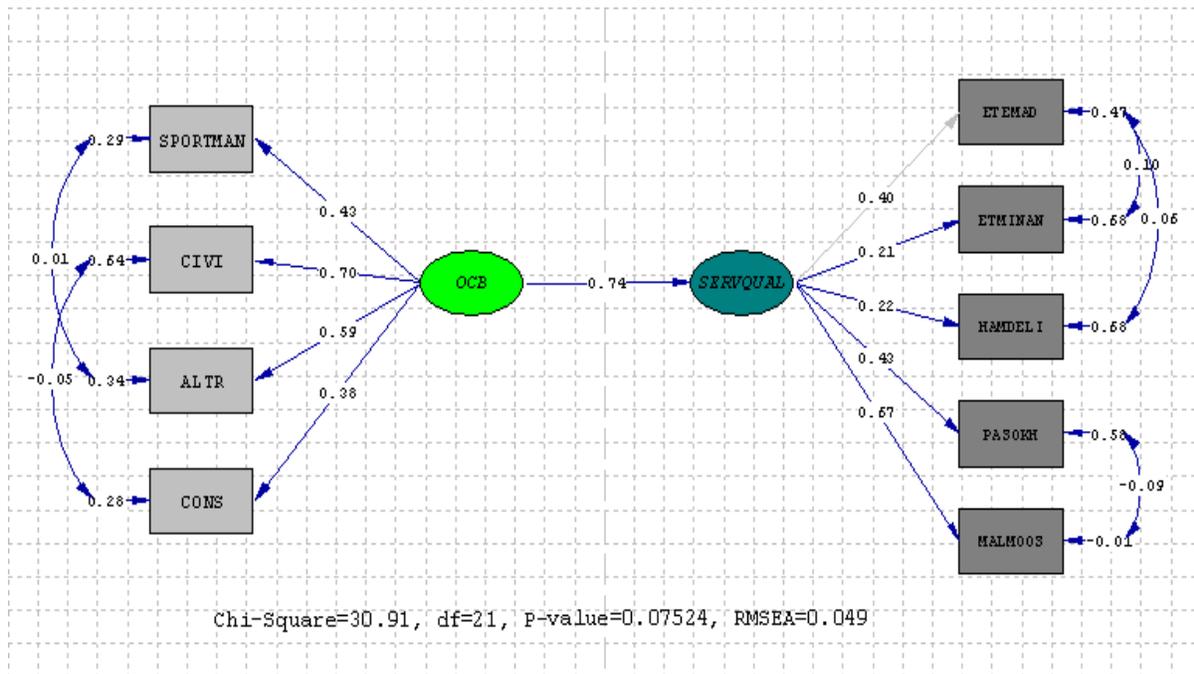
$$H_1: \rho \neq 0$$

Figure 3.The test output of causal relation between OCB and quality service.

Table 3. Results of performing structural model between organizational citizenship behavior and service quality

First hypothesis	Non-standard coefficient	Standard Coefficient (R)	R^2	t-value	Result
Spirituality in workplace Organizational citizenship behavior	0.65	0.74	0.55	3.63	Accepted
df = 21 RMSEA = 0.094 GFI = 0.94 AGFI = 0.91 X^2=30.91					
T value is significant in 99% confidence level.					

As it can be seen, firstly due to the significance of t-value, the second hypothesis is confirmed in 99% confidence level. Secondly, the credit and fitness of model is

confirmed. Because the value of chi-square, the amount pf RMSEA and the ratio of chi-square to freedom degree is low and the amount of GFI and AGFA are above 90%. Third, the determination coefficient or R^2 is equal to 0,55. This means that 55% of variations of service quality can be explained by organizational citizenship behavior.

The third hypothesis

There is no significant relation between organizational citizenship behavior and customer loyalty in desired society.

$$H_0 : \rho = 0$$

There is a significant relation between organizational citizenship behavior and customer loyalty in the desired community.

$$H_1 : \rho \neq 0$$

Table 4: The results of Pearson correlation test between organizational citizenship behavior and customer loyalty

Correlations
OCB & LOYALTY

Correlations

		LOYALTY	OCB
LOYALTY	Pearson Correlation	1	.083
	Sig. (2-tailed)	.	.414
	N	100	100
OCB	Pearson Correlation	.083	1
	Sig. (2-tailed)	.414	.
	N	100	100

According to the output of SPSS, the Pearson's correlation coefficient for these two variables is 0.083. the observed significant value (sig) is equal to 0.414 and it is greater than 0.01 and 0.05. (sig< 0.01), so the hypothesis of significant correlation between organizational citizenship behavior and customer loyalty is rejected. And these two variables don't have correlation at 99% confidence level.

The fourth Hypothesis

This hypothesis is testable when there is a significant relation between organizational citizenship behavior and customer loyalty. As we saw in the previous section, organizational citizenship behavior and customer loyalty don't have a significant relation with each

other. Thus, this hypothesis is rejected in nature and it is not confirmed. So, due to lack of significant relation between organizational citizenship behavior and customer loyalty, the hypothesis of the existence mediator variable in this relation is rejected, so the fourth hypothesis is rejected.

CONCLUSION

First hypothesis

According to the results pf Pearson correlation values was equal to 0.653 and this value is significant at the 99% confidence level. Hypothesis test as a structural equation modeling indicated that there was a causal relation between spirituality in workplace and organizational citizenship behavior. The results show that about 76% of variations in organizational citizenship behavior can be explained by spirituality in the workplace. The first hypothesis is confirmed

The second Hypothesis

According to the results of Pearson correlation value is equal to 0.746 and this value is significant in 99% confidence level. Hypothesis test by using structural equation modeling indicate that there was a causal relation between organizational citizenship behavior and service quality. The results show that about 55% of the variations in the service quality can be explained by organizational citizenship behavior. So, the second hypothesis is confirmed.

Third Hypothesis

According to the results of Pearson correlation value which is equal to 0.083, but this value in not significant in 99% confidence level. Due to the lack of relation, correlation between two variable of third hypothesis is rejected. And relation test with structural equation modeling is canceled. And there is no significant relation between organizational citizenship behavior and customer loyalty.

Fourth Hypothesis:

The testability of this hypothesis is subject to acceptance of third hypothesis. Because of lack of relation between organizational citizenship behavior and customer loyalty, this hypothesis is rejected, spontaneous.

SUGGESTIONS

A) According to confirmation of first hypothesis, and existence of a causal relation between spirituality of workplace and Organizational citizenship behavior, organizations must seek ways to improve their spirituality in the workplace. And by improving the internal space, they can provide the field of effective behaviors such as organizational citizenship behavior. So, our suggestion to the managers is that to try in both levels of individual and organizational.

-according to our concept of spirituality in workplace (including three dimensions of meaning in the workplace, the feeling of solidarity with others and alignment with organizational values), the following suggestions are offered:

-measures such as job rotation, job enrichment and staff empowerment and enjoyable work can improve the perceptions of staffs about meaning of work.

-creating a friendly climate and based on coordination as competence can reduce the stress of staffs and create a type of social capital in organization and it increased the sense of solidarity and consensus among staffs. Strengthen the relations of peoples inter organizations as they feel that they are a member of a group and they try to care and support their colleagues. And it also leads to increasing the solidarity among individuals and groups in an organization and it increased the correlation sense among staffs.

-clearly explaining the mission and vision of organization for employees, trying to convey the goals and getting feedback from employees, attention to a survey of employees about the organization's value and attention to health, morale, living conditions of employees can lead to greater acceptance of goals and organizational goal by employees.

B) With respect to the necessary of developing OCB to improve the service quality and overall effectiveness, organizations should try to identify the creator factors of OCB that many papers have confirmed their effectiveness. And they should try to create them in the organization.

The most important variables on OCB include organizational justice, job satisfaction, Organizational commitment, positive political climate, transformational leadership, supported by the understanding and trust. In addition, in this study it was found that spirituality in workplace is an important and effective variable on OCB. Organizations by their efforts to create mentioned concepts in their workplace can hope to increase the probability of OCB in their organizations. To improve service quality and customer loyalty, the following general measures are suggested:

to determine and explain the mission of the organization in line with the interests and desires of the customer

2. To create effective communication channels for customers to define problems and complaints.

3 involving and permanent commitment of senior management in the development work.

4-justification customers, when faced with the absurd and unreasonable demands.

5. The appropriate selection of personnel.

6. Training and retraining of personnel.

7. Common standards of quality and continuous assessment of their compliance.

8 The use of modern technology to achieve customer satisfaction

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