Quality of Work Life as a Mediating Variable of the Relationship between Spiritual Leadership and Organizational Citizenship Behavior: A Study on Teaching Hospitals in Egypt

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Abstract

The objective of the research is to investigate the significant mediating role of Quality of Work Life (QWL) in the relationship between Spiritual Leadership (SL) and the Organizational Citizenship Behavior (OCB) at Teaching Hospitals in Egypt. The research community consists of all employees at Teaching Hospitals in Egypt. Due to time and cost constraints, the researcher relied on the sampling method to collect data for the study. The appropriate statistical methods were used to analyze the data and test the hypotheses.

The research has reached a number of results; the most important of which are (1) there is a statistically significant relationship between SL (vision, hope / faith, altruism love, the meaning/significance of work, membership, organizational commitment and productivity) and QWL. The multiple regression model showed that there is an impact of SL on QWL; (2) there is a statistically significant relationship between SL and OCB. The multi regression model showed that SL influences OCB. (3) There is a statistically significant relationship between QWL (wage justice, hospital working conditions, promotion opportunities, adherence to hospital principles, hospital staff development, hospital integration, college, and social responsibility) and OCB. The multiple regression model showed that there is an impact of QWL on OCB and (4) QWL plays the mediating variable between SL and OCB at Teaching Hospitals in Egypt.

The study referred to a number of recommendations; the most important of which are (1) re-studying and structuring of the system of wages in the hospital, (2) increasing rewards in the hospital in order to meet the low wages and be commensurate with the individual effort in the hospital, (3) providing a safe and healthy work environment for all employees in different educational hospitals, (4) showing concern for achieving the welfare of hospital staff and improving the quality of the career in terms of providing promotion opportunities and being objective in accordance with specific standards and controls, (5) initiating activation of training programs but not to specific categories, (6) promoting involvement of hospital staff in the decision-making process, in view of the nature and sensitivity of work in the hospital, which concerns the lives of citizens, (6) activating complaints and suggestions box in the hospital in a way that helps employees to express their opinions and suggestions, (7) abiding by the principles and rules governing the nature of work in the hospital for all individuals, (8) development and utilization of human capacities in the hospital, (9) highlighting the importance of achieving social integration in the hospital, (10) emphasizing the absence of a negative impact on the work life on the total life area of the personnel working in the hospital, (11) emphasizing the social responsibility of the hospital by improving the mental image of the hospital members of the community, (12) paying more attention to the staff by officials in the hospital, through the identification of their wishes and needs and trying to realize them commensurate with their objectives in order to improve the process of organizational identification

1. Introduction

There are new concepts in the contemporary administrative business environment, the most important being SL (Fry, 2003; Chen & Yang, 2012).

SL is highly popular in education, health care, psychology, as well as in management research. There has been an increase in the number of studies carried out, which shows the interest in SL (Kluas & Fernado, 2016).

A number of researchers in social research, in general, and administrative research, in particular, have been interested in SL (Giacalone and Jurkiewic, 2003).

SL plays an important role in improving the level of organizational commitment, on the one hand, and productivity on the other. This is in addition to their positive impact on the individual, the teams, the building of organizational values, and sense of community (Jerry, 2009; Chen et al., 2013).

SL belongs to the Transformational Leadership School, which focuses on behavior, messages about vision, ambition, emotional feelings, ideological and moral values, attention to individuals, and intellectual motivation of the leader and subordinates (Chen & Li, 2013).

SL plays an important role in creating a positive working environment, new working relationships, and motivating subordinates in a manner that contributes to the organization's goals efficiently and effectively (Polat, 2011).

Quality of Work Life (QWL) is not a new issue in the organization, and most studies have confirmed that quality of life is the most important theme that the organization must take into account (Narehan et al., 2014).

The issue of quality of life was first introduced in 1972 at the International Labor Relations Conference, and this theme was given more attention when General Motor launched several quality programs to improve and reform work (Gayathiri & Ramakrishnan, 2013).

QWL plays an important role for employees in all organizations of all types and sizes. Life in the workplace is as important as personal life, and the element of satisfaction is very important in both of them (Sharma & Verma, 2013).

QWL and other concepts have become a key determinant of the success and stability of organizations of all types and sizes (Koonmee et al., 2010).

QWL is an important part of improving and enhancing the performance of organizations of all types and sizes. The quality of life of health care organizations creates positive results for health providers and recipients (Burtson & Stichler, 2010).

There are many methods that can be used to improve the QWL. These are to leave the employee free to set hours of work, to enrich the job, to participate in decision-making, to listen to employees' complaints and proposals, which ultimately improve the quality of work in the organization (Ahuja, 2015).

The concept of organizational citizenship has gained the interest of many researchers in the social sciences (Lievens & Anseel, 2004; Finkelestin & Penner, 2004; Ackfeldt & Coote, 2005).

Performance is one of the main concerns of each organization. Improving performance is among the most important goals of any organization. OCB is one of the most important areas of organizational performance (Bukhari, 2009).

Individuals practice OCB as a form of reciprocal organizational exchange (Jacqueline et al., 2004). OCB achieves the highest long-term and short-term outcomes (Joireman et al., 2006). OCB has an impact on profitability rather than on customer satisfaction (Koys, 2001).

The positive effects of OCB are of great importance to the search for a mechanism by which the spirit of organizational citizenship can be promoted and instilled in the life of organizations as a fundamental value that employees believe in and in context (Chen et al., 2008).

OCB is useful in many cases and in different ways for organizations and employees. OCB facilitates innovation, helps improve service quality, increases efficiency and organizational performance, reduces costs, increases participation in decision-making, and increases cooperative orientation, reliability, responsibility, and satisfaction. OCB increases the ability to attract and use the organization's workforce by generating a good sense of attitude among employees towards their organizations, reducing the intention to leave work and absence (Polat, 2009).

The current study approaches, through investigation and analysis, the QWL as a mediating variable between SL and OCB at Teaching Hospitals in Egypt.

2. Spiritual Leadership

2.1. Spiritual Leadership Concept

SL is the use of the leader of his spiritual side as one of the motivational behaviors of his subordinates, in a way that helps them discover the moral strength that binds them to others (Lean, 2012).

SL is one of the types of leadership that seeks to satisfy the needs and desires of the employees in the organization by providing psychological needs that help them to continue working in the organization and communicate with others, and belonging to the organization in a way that leads to efficiency in the performance of business (Chun et al., 2012).

SL is one of the methods that can be followed to improve organizational performance through leaders' attitudes that motivate employees to achieve the goals and vision of their organization (Chen & Yang, 2012).

SL is one of the forms of leadership that can be followed by leaders in an organization in a way that achieves its goals efficiently and effectively (Karadag, 2009).

SL is a set of human values that constitute the working environment of an organization, where its employees demonstrate their abilities and skills (Burkhart, 2008).

SL is a set of aspects relating to the personality of the individual, which serves as the primary engine of the physical body (Wilson, 2008).

SL is a set of positive emotions such as gratitude, forgiveness, and hope that have proven to help individuals engage in behaviors that contribute to productivity and the development of relationships within the organization (Bono & Mc Cullough, 2006).

SL is a form of leadership and seeks to transform the workplace into a more comfortable and productive place, on the one hand, and providing the needs of employers and employees on the other (Thanakappan, 2005).

SL is a phenomenon that occurs in the organization when the leader is honest and modest in his actions and behavior in the organization in a way that reflects his respect for himself and others. It is one of the forms of leadership that can be used to provide the basic needs of employees, on the one hand, and to achieve satisfaction on the other. This is in addition to changing the business philosophy towards the organization from being mutually beneficial with the organization that they are working to achieve their own values (Reave, 2005).

SL is a set of values, attitudes, and behaviors necessary to motivate one's self, on the one hand, and to motivate others on the other. It is a reliable leadership technique in motivating subordinates to achieve high levels of organizational and productive commitment. It is a set of values, attitudes, and behaviors that stimulate one's self and others to have a sense of survival in spiritual life (Fry et al., 2005).

SL is one of the methods of integrating the values, processes, and systems of the organization with the values and aspirations of its personnel, in other words creating an atmosphere of harmony between individuals and the organization (Benefiel, 2005).

SL is to teach subordinates the methods that enable them to govern themselves and create the right conditions so subordinates can work freely with their leaders within the organization (Fairholm, 1996).

2.2. Spiritual Leadership Dimensions

There are six dimensions of SL (Zavvareh et al., 2013; Polat, 2011). They can be explained as follows:

1. Vision

There must be a clear vision of what the organization would like to be in the future. The term vision was rarely used in leadership literature until the 1980s. At the moment, leaders in business organizations have had to give greater attention to future direction due to the intensity of competition and technological development. Spiritual leaders try to motivate subordinates through a clear vision of the organization.

2. Hope / Faith

Hope is the desire to expect achievement; faith is beyond hope or expectation of something desirable; faith is more than just a wish for something. It depends on values, attitudes, and behaviors that ensure certainty and absolute certainty that what is desired and expected will be achieved. In general, hope and faith are the sources of belief and conviction that the vision and mission of the Organization will be realized.

3. Altruistic Love

Altruistic love is the sense of integration, harmony, and well-being resulting from the care, attention and appreciation of both self and others. This concept, also, includes the values of patience, compassion, tolerance, humility, altruism, trust, loyalty, and sincerity. Altruistic love helps to get rid of destructive feelings such as fear, anger, feeling of failure and others.

4. The meaning/significance of work

The concept of meaning refers to whether members of the organization believe that the functions they perform are significant and meaningful, and by engaging in work; individuals derive meaning and purpose from life. Individuals who have an internal motivation and drive to learn are finding work, as well as individuals who want to be members of the workgroup feel they have value and contribution to performance. It is clear that meaning and sense of importance are associated with spirituality in the workplace.

5. Membership

Most individuals tend to work in a group or team, and they prefer to work in an environment in which leaders appreciate their contributions to achieving their goals. Leaders must, therefore, be able to create a culture that involves leaders and subordinates interested and responsible for themselves and others. This culture must create a sense of membership. SL must, therefore, take care of the employees in such a way as to create an atmosphere of friendliness and trust among all staff of the organization.

6. Organizational Commitment

Organizational commitment is one of the main axes of organizational success. SL plays an important role in influencing the level of organizational commitment. The appropriate leadership styles lead to an increased level of job satisfaction for employees. SL also plays an important role in achieving organizational identification and organizational loyalty through organizational commitment and the desire to remain and work in the organization.

7. Productivity

The availability of the element of hope / faith in the vision of the Organization, their sense of importance and membership makes them do their best to carry out activities that achieve the vision of the Organization and thereby increase productivity. It should be noted that SL plays an important role in increasing the level of job satisfaction, which in turn leads to increased productivity in the organization.

3. Quality of Work Life

3.1. Quality of Work Life Concept

QWL can be defined by two perspectives, the first from the personal point of view, namely, the perception of employees from the same place of work, and the second from the objective point of view, a set of programs and activities related to the work of the organization such as salaries, health care, decision, and occupational safety (Nekouei et al., 2014).

QWL is the right working environment that promotes and develops employee satisfaction through rewards, job security, as well as opportunities for advancement (Gayathiri & Ramakrishnan, 2013).

QWL is the degree of excellence and conditions of work that determine the nature of the relationship between the worker and the environment in which he works, in addition to the human dimension, which contributes to the overall achievement of job satisfaction of employees, thus improving the ability of individuals to perform work, and thus the performance of the organization as a whole (Shani, 2013).

QWL is a program that combines a set of principles that seek to satisfy the employees of the organization, as well as increasing their desire to learn and to cope with changes that occur in environment conditions (Mirkamali & Thane, 2011).

QWL is a set of programs, methods, and theories that provide an appropriate work environment in a way that helps employees perform the tasks assigned to them, in addition to the need to give employees the authority and responsibility that suits their business (Gupta & Sharma, 2011).

QWL is a philosophy based on the fact that the employees of the organization are the most important resources, and therefore must be treated with respect and appreciation (Reddy & Redd, 2010).

QWL is an entry that contains a range of issues such as rewards, and the nature of the time spent by the worker in the work environment (Pizam, 2010).

QWL is all the organization's activities to improve the workplace, which has an impact on the productivity of the organization's employees (Lewis et al., 2001).

QWL is the satisfaction of employees with their needs and desires within the organization in which they work. In other words, the quality of the career is the conditions and environment suitable for the

workplace in a way that satisfies the employees of the organization by providing rewards and job security as well as promotion opportunities in their field (Sirgy et al., 2001).

3.2. Quality of Work Life Dimensions

The dimensions of quality of life are wage justice, working conditions of the organization, opportunities for promotion, adherence to the principles of the organization, training and development of staff, social integration, work life and social responsibility (Timossi et al., 2008; Parvar et al., 2013):

1. Wage Justice

The remuneration that the individual receives from the organization must be commensurate with its needs on the one hand, and its effort on the other hand. There must be fixed ways to determine the level of remuneration that an individual receives since many employees feel that what they receive is not commensurate with the effort they are doing.

2. Working Conditions of the Organization

The organization must provide safe and healthy working conditions for all its personnel so as not to be exposed to working conditions that may affect their mental or physical health. Trade unions played an important role in this area through government legislation, which in turn improved the working conditions of the Organization.

3. Promotion Opportunities

Promotion opportunities play an important role in the lives of people working in the organization, and there must be real opportunities for growth and promotion on an ongoing basis, which improves the quality of the organization's career.

4. Commitment to the Principles of the Organization

Individuals working in the organization must adhere to the principles and rules for their work. On the other hand, there must be an obligation on the part of the organization to take into account the fairness in the distribution of the rewards for the employees.

5. Training and Development Opportunities

The training and development of employees play an important role in improving and increasing the knowledge related to work, which is reflected positively in increasing the degree of job satisfaction and thus improve the quality of the career in addition to increasing the growth of knowledge of the staff helping them solve the problems at work.

6. Social Integration

The characteristics of the work environment in the organization have a great impact on the individuals working on the one hand, as well as their respect for these characteristics, on the other hand, the most important of which is the sense of belonging to the organization, the existence of real opportunities for promotion, the non-discrimination among the individuals working in the organization.

7. Work Life and Total Life

There is a relationship between private life and working life in the organization. Given the surrounding environmental conditions, where competition is increasing, it is difficult to separate private life from the work life of the organization. It should be noted that most employees have a strong desire to balance their personal and recreational lives and their practical lives.

8. Social Responsibility

The goal of the organization is not only to make a profit, but also to take responsibility for society. Managers in all organizations must take into account the social responsibility of the organization, which requires the creation of an appropriate strategic plan that will help the organization survive. An organization that operates in a socially irresponsible manner has a short life and, therefore, does not have the status of success and stability.

4. Organizational Citizenship Behavior

4.1. Organizational Citizenship Behavior Concept

The names used to express the behavior of the employee beyond the obligations arising from his job description were varied; the most common was the organizational citizenship behavior (Organ, 1988; Graham, 1991).

OCB is an individual behavior that falls outside the scope of key functional duties and includes co-operative or constructive references and signals that are not direct or contractual equivalent to the organization's main reward and compensation systems (Organ & Konovsky, 1989)

OCB is the voluntary behavior of the individual without coercion, not linked to formal incentive systems within the organization (Niehoff & Mooreman, 1993).

OCB is a functional behavior that the individual voluntarily takes and goes beyond the limits of his or her specific duties in the job description card, and the individual is not rewarded through the formal incentive structure of the organization (Konovsky & Paughs, 1994).

OCB is the behavior that goes beyond the scope and requirements of the formal role of the individuals working in the organization and is directed towards the individual, the group or the organization as a whole in order to achieve organizational goals (Somech & Zahavy, 2000).

OCB is the behavior that the individual does on an optional or judgmental basis and is not directly covered by the formal reward system, but generally increases organizational effectiveness (Mooreman & Harland, 2002).

OCB is voluntary behaviors that are not part of the formal role requirements of the individual but increase the effectiveness of the organization's functioning (Appelbaume et al., 2004).

OCB is behavior that does not directly recognize the formal reward system, but nevertheless stimulate the effective functioning of the organization (Champookum & Derr, 2004).

OCB is an individual behavior that does not fall within the requirements of formal work in order to improve the effectiveness of organizational performance (Jacqueline et al., 2004).

OCB is that of individual or organization-wide judgmental behavior that exceeds current expectations of their formal role and is aimed at organizational effectiveness (Somech & Zahavy, 2004).

OCB is the voluntary act of the staff of the organization that goes beyond the requirements of the formal role defined in the job description (Yen & Niehoff, 2004).

OCB is an individual-oriented or organization-wide behavior that goes beyond the expectations of the current role and aims to benefit the organization (Bogler & Somech, 2005).

OCB is to defend the organization when criticized and to encourage colleagues to invest in the organization (Turnipseed et al., 2005).

OCB is behavior that has a positive impact on the organization and its members (Poncheri, 2006).

OCB is behavior that goes beyond formal expectations in the organization (Joireman et al., 2006).

OCB is the activities undertaken by the individual to perform the work indirectly in the work environment, which includes helping the work colleagues, maintaining and abiding by the rules and regulations of the work environment, effective participation in the decision-making process, as well as bearing the working conditions without any complaint from work (Yental, 2008).

OCB is the activities of voluntary employees that are not within the scope of job descriptions and performance of tasks and can be rewarded or non-rewarded to the organization in achieving its objectives (Colquitt et al., 2009).

OCB is the behavior that goes beyond the performance of the task through the psychological and social support of the employees in order to accomplish the tasks assigned to them (Borman, 2004; Shane & Glinow, 2009).

OCB is the estimated job behavior, not recognized by reward systems, to enhance the effective functioning of the organization (Cicei, 2012).

OCB is the behavior that supports the activities of the organization through the psychological, organizational and social impact of an action (Fox et al., 2012).

OCB is the voluntary behavior of members to serve the Organization (Robertson, 2013).

OCB is the behavior of additional roles, voluntary work (Tomlinson et al., 2014). OCB is the business group that promotes the interest of the organization in achieving its objectives (Wagner & Hollenbeck, 2010; Griffin & Moorhead, 2014).

OCB is the behavior that seeks the success of the organization as an exceptional role that positively affects the efficiency and effectiveness of the performance of the organization. OCB is a voluntary, non-random, and multi-dimensional nature (Demir, 2014).

In the light of the above concepts, it is clear that there are a number of characteristics of OCB. Namely, it's voluntary, important, desirable, oriented towards the benefit of the organization and of a multidimensional nature (Bogler & Somech, 2005; Gonzalez & Garazo, 2006).

4.2. Organizational Citizenship Behavior Dimensions

The dimensions of OCB are altruism, courtesy, sportsmanship, general compliance, and civic virtue (Organ, 1988; 1990; Smith et al., 1983).
1. Altruism is an optional behavior aiming at helping others (presidents, colleagues) in work-related tasks.
2. Courtesy is an optional behavior aiming at preventing the problems of working with others, through consultation with others in their decisions and providing the necessary advice to them.
3. Sportsmanship is an optional behavior that reflects the individual's willingness to work in unsuitable working conditions without complaint.
4. General Compliance is an optional behavior that includes the performance of more than one's activities and the employee's respect and commitment to the Organization's rules and labor laws.
5. Civic Virtue is an optional behavior that reflects the extent of the employee's desire to integrate seriously and constructively in all activities of the organization, and contribute to the development of the organization and perform functions that are not required of it, which is effective for the organization.

3. Research Model

The proposed comprehensive conceptual model is presented in Figure (1). The diagram below shows that there is one independent variable of SL. There is one dependent variable of OCB. There is one mediating variable of QWL. It shows the rational link among the three types of observed variables. From the above discussion, the research model is as shown in Figure below.

Figure (1)
Proposed Comprehensive Conceptual Model
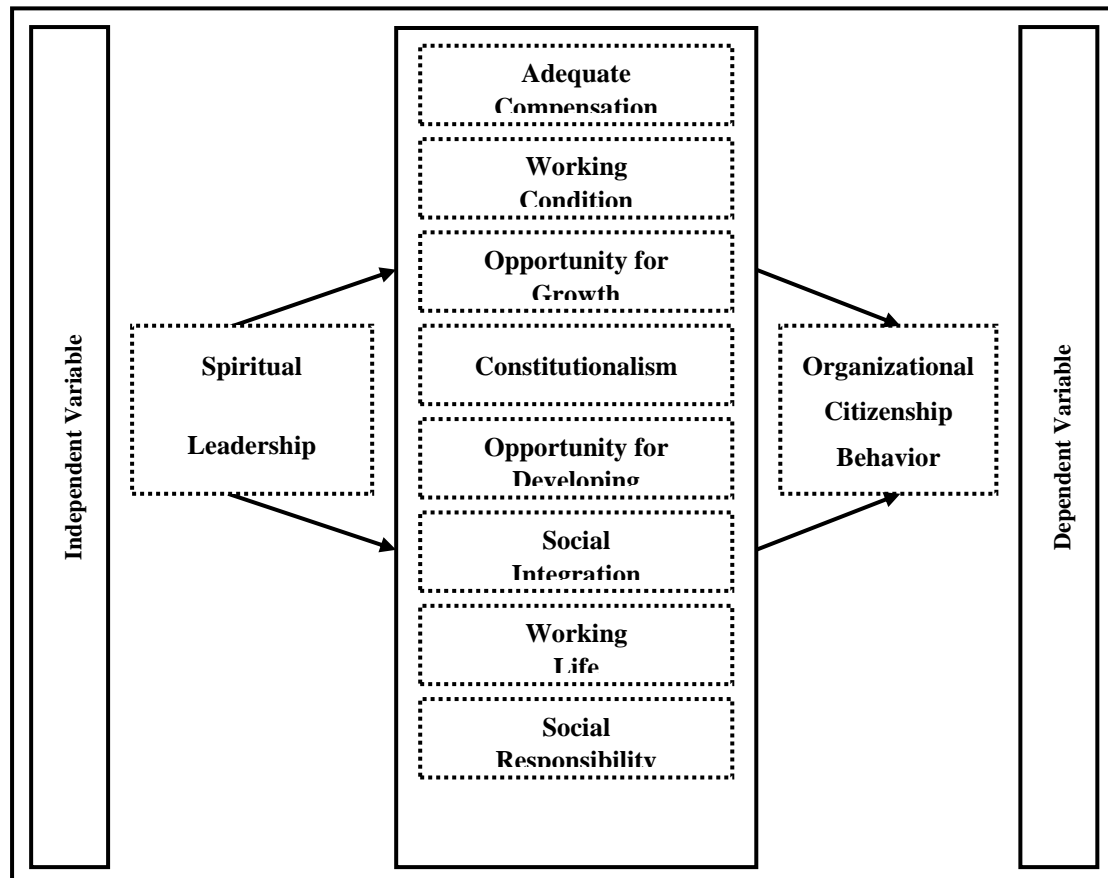
The research framework suggests that QWL plays a significant role in the relationship between SL and OCB. SL as measured consists of vision, hope/faith, altruism love, the meaning/significance of work, membership, commitment, and productivity (Fry & Matherly, 2006). QWL is measured in terms of adequate compensation, working condition, the opportunity for growth, constitutionalism, the opportunity for developing, social integration, working life, and social responsibility (Timossi et al., 2008). OCB is measured in terms of altruism, courtesy, sportsmanship, general compliance, and civic virtue (Konovsky and Pugh, 1996).

4. Research Questions

The researcher found the research problem through two sources. The first source is to be found in previous studies, and it turns out that there is a lack in the number of literature reviews that dealt with the analysis of the relationship between SL, QWL, and OCB at Teaching Hospitals in Egypt. This called for the researcher to test this relationship in the Egyptian environment.

In light of the review of previous studies towards SL, literature has shown that there is a significant relationship between SL and organizational commitment, productivity, and satisfaction (Fry et al., 2017). SL positively influences the spirituality of the work environment (Afsar et al., 2016). There is a statistically significant relationship between SL and OCB (Kaya, 2015). There is a significant relationship between SL and organizational learning (Shafighi et al., 2013). There is a relationship between SL and job satisfaction (Masouleh et al., 2013). In addition, SL leads to increased behavior of OCB (Chen & Yang, 2012).

As for the QWL, the literature indicated that the QWL plays the mediating role between psychological capital and the intentions of leaving the organization (Kim et al., 2017). There is a significant correlation between QWL and organizational performance (Nayak et al., 2015). There is a relationship between QWL and career path (Bahrami et al., 2013). There is a significant relationship between QWL and organizational commitment (Farjal & Varnous, 2013). There is a positive relationship between QWL and social responsibility (Tongo, 2013). In addition, there is a significant relationship between QWL and job satisfaction (Tabassum, 2012).

The literature review for OCB indicated that there is a relationship between OCB and job satisfaction (Appelbaum, 2004). Trust in the organization plays the mediating role between organizational support and OCB (Chen et al., 2005). There is a relationship between organizational justice and OCB (Fodchuk, 2007). Functional stability plays the mediating role between the president's subordinate relationship and OCB (Sekiguchi et al., 2008). The president's relationship with subordinates mediates the relationship between organizational justice and OCB (Burton et al., 2008). There is a difference between men and women towards OCB (Johson et al., 2009). There is a relationship between demographic variables and OCB (Chou & Pearson, 2011). There is a relationship between transformational leadership and OCB (Ali & Waqar, 2013). There is a relationship between autocratic, democratic leadership and OCB (Yesuraja & Yesudian 2013).

The second source for the research problem is the pilot study, which was conducted in an interview with (30) employees in order to identify the relationship between SL, QWL, and OCB. The researcher found, through the pilot study, several indicators; notably the important and vital role that could be played by SL in reinforcing OCB at Teaching Hospitals in Egypt.

As a result of the discussions given above, the research questions of this study are as follows:

Q1: What is the nature and extent of the relationship between SL (vision, hope/faith, altruistic love, the meaning/significance of work, membership, commitment, and productivity) and QWL at Teaching Hospitals in Egypt?

Q2: What is the extent of the relationship between SL (vision, hope/faith, altruistic love, the meaning/significance of work, membership, commitment, and productivity) and OCB at Teaching Hospitals in Egypt?

Q3: What is the nature of the relationship between QWL (adequate compensation, working condition, the opportunity for growth, constitutionalism, the opportunity for developing, social integration, working life, and social responsibility) and OCB at Teaching Hospitals in Egypt?

Q4: What is the role of QWL as a mediating variable between SL and OCB at Teaching Hospitals in Egypt?

5. Research Hypotheses

In the light of a review of previous studies towards SL, literature has shown that SL plays an important role in influencing the spirituality of the work environment (Sani et al., 2016). There is a relationship between SL and organizational performance. SL has a positive impact on organizational performance (Salehzadeh et al., 2015). There is a significant correlation between SL and quality of career (Bardmili et al., 2013). There is a positive correlation between SL and the happiness of working individuals (Zavareh et al., 2013). There is a relationship between SL and employee empowerment (Esfahani et al., 2013). There is a positive relationship between SL and organizational outcomes such as organizational commitment and productivity (Fry et al., 2011). There is a relationship between SL and organizational culture. Attendance as one of the dimensions of SL plays an important role in influencing performance, which has an impact on organizational culture (Karadag, 2009).

As for the QWL, the literature indicated that there is a direct relationship between the QWL and OCB. There is an indirect relationship between emotional intelligence and OCB. QWL plays the mediating role between emotional intelligence and OCB (Alfonso et al., 2016). There is a relationship between QWL organizational commitment (Farid et al., 2015). There is a relationship between independent variables (QWL and job satisfaction) and the dependent variable (OCB) (Kasraie et al., 2014). There is a significant correlation between SL and QWL (Bahrdmili et al., 2013). There is a positive relationship between QWL and organizational commitment (Parvar et al., 2013). There is a positive relationship QWL and job engagement (Kanten & Sadullah, 2012).

Finally, the literature review for OCB shown that is a relationship between job satisfaction and OCB (Chen & Chui, 2008). There is a relationship between OCB and knowledge management (Lin, 2008). There is a positive correlation between organizational justice and OCB (Chen et al., 2008). There is a positive correlation between altruism, conscious awareness, and OCB (Bukhari, 2008). There is a relationship between organizational justice and OCB (Nadir & Tanova, 2009). The quality of the relationship between the president and the subordinate has a direct impact on the practice of the employees of OCB (Ishak, 2009). There is a relationship between organizational support and OCB (Chinomona, 2012). Finally, there is a relationship between job satisfaction and OCB (Jawchar, 2013).

The following hypotheses were developed to test if there is a significant correlation between SL, QWL, and OCB.

H1: SL (vision, hope/faith, altruistic love, the meaning/significance of work, membership, commitment, and productivity) has no statistically significant effect on QWL at Teaching Hospitals in Egypt.

H2: There is no statistically significant relationship between SL (vision, hope/faith, altruistic love, the meaning/significance of work, membership, commitment, and productivity) and OCB at Teaching Hospitals in Egypt.

H3: There is no statistically significant impact of QWL (adequate compensation, working condition, the opportunity for growth, constitutionalism, the opportunity for developing, social integration, working life, and social responsibility) of employees and OCB at Teaching Hospitals in Egypt.

H4: There is no statistically significant effect of QWL as a mediating variable between SL and OCB at Teaching Hospitals in Egypt?

6. Research Strategy

6.1. Population and Sample

The population of the study included all employees at Teaching Hospitals in Egypt. This sector includes nine Hospitals. They are Ahmed Maher, El-Matrya, El-Galaa, El-Sahel, Benha, Shebin El-Kom, Damanhour, Sohag, and Aswan. The researcher excludes Hospitals in Sohag and Aswan. This explains why the population of this study includes 4,883 employees. The random sampling was used for collecting the primary data as it was difficult to get all of the items of the research population, because of time limitations. The stratified random sample was used while selecting items from the different categories of employees. The following equation determines the sampling size (Daniel, 1999):

$$n = \frac{N \times (Z)^2 \times P(1-P)}{d^2(N-1) + (Z)^2 \times P(1-P)}$$

Accordingly, the sample size has become 357 employees at Teaching Hospitals in Egypt.

Table (2) Distribution of the Sample Size on the Population

Job Category	Number	Percentage	Size of Sample
Physicians	1959	40%	356 X 40% = 142
Nurses	2924	60%	356 X 60% = 214
Total	**4883**	**100%**	**356 X 100% = 356**

Source: Personnel Department at Teaching Hospitals in Egypt, 2016

Proportionality with the number of employees in the research population is proved in Table (1). By using the lists of employees at the Staff Affairs Department, Teaching Hospitals in Egypt, a random choice of categories was attained. Table (2) illustrates the features of sample units.

Table (2) Characteristics of Items of the Sample

Variables		Number	Percentage
1- Job Title	Physicians	120	42%
	Nurses	165	58%
	Total	**285**	**100%**
2- Sex	Male	115	40%
	Female	170	60%
	Total	**285**	**100%**
3- Marital Status	Single	85	30%
	Married	200	70%
	Total	**285**	**100%**
4- Age	Under 30	115	40%
	From 30 to 45	120	42%
	Above 45	50	18%
	Total	**285**	**100%**
5- Educational Level	University	185	65%
	Post Graduate	100	35%
	Total	**285**	**100%**
6- Period of Experience	Less than 5 years	90	32%
	From 5 to 10	100	35%
	More than 10	95	33%
	Total	**285**	**100%**

6.2. Procedure

The goal of this study was to identify the significant role of QWL in the relationship between SL and OCB. A survey research method was used to collect data in this study. The questionnaire included four questions, relating to SL, QWL, OCB and biographical information of employees at Teaching Hospitals in Egypt. Data collection took approximately two months. About 357 survey questionnaires were distributed by employing diverse modes of communication, such as in person and post. Multiple follow-ups yielded 285 statistically usable questionnaires. Survey responses were 80%.

6.3. Research Variables and Methods of Measuring

The 35-item scale SL section is based on Fry & Matherly, 2006. There were five items measuring vision, five items measuring hope/faith, seven items measuring altruistic love, four items measuring the meaning/significance of work, five items measuring membership, four items measuring commitment, and five items measuring productivity.

The 33-item scale QWL section is based on Timossi et al., 2008. There were three items measuring adequate compensation, six items measuring working condition, three items measuring opportunity for growth, four items measuring constitutionalism, five items measuring opportunity for developing, four items measuring social integration, three items measuring working life, and five items measuring social

responsibility. The survey form has been used as a key tool to collect data to measure QWL at Teaching Hospitals in Egypt.

The 15- item scale of OCB section is based on Konovsky & Pugh, 1996. There were three items measuring altruism, three items measuring courtesy, three items measuring sportsmanship, three items measuring general compliance, and three items measuring civic virtue at Teaching Hospitals in Egypt

Responses to all items scales were anchored on a five (5) point Likert scale for each statement ranging from (5) "full agreement," (4) for "agree," (3) for "neutral," (2) for "disagree," and (1) for "full disagreement."

6.4. Methods of Data Analysis and Testing Hypotheses

The researcher has employed the following methods: (1) Cronbach's Alpha, (2) Multiple Regression Analysis (MRA), and (3) the statistical testing of hypotheses which includes F- test and T-test. They are found in SPSS.

Also, the researcher used the Analysis of Moment Structure (AMOS) to measure the direct and indirect effects of SL on OCB, as well as the measurement of the intermediate role of QWL, through the indicators of conformity of alternative models on the one hand, and the model that achieves these indicators on the other hand.

7. Hypotheses Testing

Before testing the hypotheses and research questions, descriptive statistics were performed to find out means and standard deviations of SL, QWL, and OCB.

Table (3) shows the mean and standard deviations of SL, QWL, and OCB

Variables	The Dimension	Mean	Standard Deviation
SL	**Vision**	3.50	0.640
	Hope/Faith	3.05	0.650
	Altruistic Love	3.01	0.625
	Meaning/Calling	3.34	0.744
	Membership	3.15	0.653
	Organizational Commitment	3.14	0.682
	Productivity	2.82	0.585
	Total Measurement	**3.12**	**0.612**
QWL	**Adequate Compensation**	4.05	0.753
	Working Condition	3.71	0.858
	Opportunity for Growth	3.89	0.825
	Constitutionalism	3.88	0.824
	Opportunity for Developing	4.10	0.762
	Social Integration	4.03	0.791
	Working Life	3.95	0.917
	Social Responsibility	4.07	0.805
	Total Measurement	**3.95**	**0.714**
OCB	**Altruism**	3.64	0.729
	Courtesy	3.31	0.723
	Sportsmanship	3.66	0.712
	General Compliance	3.45	0.601
	Civic Virtue	3.15	0.552
	Total Measurement	**3.44**	**0.612**

According to Table (4), the first issue examined was the different facets of SL (vision, hope/faith, altruistic love, the meaning/significance of work, membership, commitment, and productivity). According to Table (4), among the various facets of SL, most of the respondents identified the presence of vision (M=3.50, SD=0.640), hope/faith (M=3.15, SD=0.650), altruism love (M=3.01, SD=0.625), meaning/significance of work (M=3.34, SD=0.744), membership (M=3.15, SD=0.653), organizational commitment (M=3.14, SD=0.682), and productivity (M=2.82, SD=0.585).

The second issue examined was the different facets of QWL (adequate compensation, working condition, the opportunity for growth, constitutionalism, the opportunity for developing, social integration, working life, and social responsibility). Most of the respondents identified the presence of adequate compensation (M=4.05, SD=0.753), working condition (M=3.71, SD=0.858), opportunity for growth

(*M*=3.89,   *SD*=0.825), constitutionalism (*M*=3.88,   *SD*=0.824), opportunity for developing (*M* = 4.10, *SD*=0.762), social integration (*M*=4.03,   *SD*=0.791), working life (*M*=3.95,   *SD*=0.917), and social responsibility (*M*=4.07,   *SD*=0.805).

The third issue examined was the different facets of OCB (altruism, courtesy, sportsmanship, general compliance, and civic virtue). According to Table (4), among the various facets of OCB, most of the respondents identified the presence of altruism *(M=3.764, SD=0.729)*, courtesy *(M=3.31, SD=0.723)*, sportsmanship *(M=3.66, SD=0.712)*, general compliance *(M=3.45, SD=0.601)*, and civic virtue *(M=3.15, SD=0.552)*.

7.1. Evaluating Reliability

Data analysis was conducted. All scales were first subjected to reliability analysis. Cronbach's Alpha was used to assess the reliability of the scales. Item analysis indicated that dropping any item from the scales would not significantly raise the alphas.

Table (4) Reliability of SL, QWL, and OCB

Variables	The Dimension	Number of Statement	ACC
SL	Vision	5	0.687
	Hope/Faith	5	0.714
	Altruistic Love	7	0.787
	Meaning/Calling	4	0.744
	Membership	5	0.771
	Organizational Commitment	4	0.656
	Productivity	5	0.612
	Total Measurement	**35**	**0.959**
QWL	Adequate Compensation	3	0.628
	Working Condition	6	0.800
	Opportunity for Growth	3	0.793
	Constitutionalism	4	0.820
	Opportunity for Developing	5	0.823
	Social Integration	4	0.721
	Working Life	3	0.741
	Social Responsibility	5	0.809
	Total Measurement	**33**	**0.961**
OCB	Altruism	3	0.803
	Courtesy	3	0.921
	Sportsmanship	3	0.952
	General Compliance	3	0.909
	Civic Virtue	3	0.893
	Total Measurement	**15**	**0.969**

To assess the reliability of the data, Cronbach's Alpha test was conducted. Table (4) shows the reliability results for SL, QWL, and OCB. All items had alphas above 0.70 and were therefore excellent, according to Langdridge's (2004) criteria.

Table (4) presents the reliability of SL. The reliabilities of s vision, hope/faith, altruistic love, the meaning/significance of work, membership, organizational commitment, and productivity are generally higher. The 35 items of SL are reliable because the Cronbach's Alpha is 0.959. The vision, which consists of 5 items, is reliable because the Cronbach's Alpha is 0.687. The 5 items related to hope/faith, are reliable because the Cronbach's Alpha is 0.714 while the 7 items of altruistic love are reliable because the Cronbach's Alpha is 0.787. The meaning/significance of work, which consists of 4 items, is reliable because the Cronbach's Alpha is 0.744. The 5 items related to membership are reliable because the Cronbach's Alpha is 0.771 while the 4 items of organizational commitment are reliable because the Cronbach's Alpha is 0.656. Productivity, which consists of 5 items, is reliable because the Cronbach's Alpha is 0.612. Thus, the internal consistency of SL can be acceptable.

According to Table (4), the 33 items of QWL are reliable because the Cronbach's Alpha is 0.961. The adequate compensation, which consists of 3 items, is reliable because the Cronbach's Alpha is 0.628. The 6 items related to the working condition are reliable because the Cronbach's Alpha is 0.800 while the 3 items of opportunity for growth are reliable because the Cronbach's Alpha is 0.793. The constitutionalism, which consists of 4 items, is reliable because the Cronbach's Alpha is 0.820. The 5 items related to opportunity for developing are reliable because the Cronbach's Alpha is 0.823 while the 4 items of social integration are

reliable because the Cronbach's Alpha is 0.721 while the 3 items of working life are reliable because the Cronbach's Alpha is 0.741. Social responsibility, which consists of 5 items, is reliable because the Cronbach's Alpha is 0.809. Thus, the internal consistency of QWL can be acceptable.

Table (4) presents the reliability of OCB. The 10 items of OCB are reliable because the Cronbach's Alpha is 0.969. Altruism, which consists of 3 items, is reliable because the Cronbach's Alpha is 0.803. Courtesy, which consists of 3 items, is reliable because the Cronbach's Alpha is 0.921. The 3 items related to sportsmanship are reliable because the Cronbach's Alpha is 0.952 while the 3 items of general compliance are reliable because the Cronbach's Alpha is 0.909. The civic virtue, which consists of 3 items, is reliable because the Cronbach's Alpha is 0.893. Thus, the reliability of OCB can be acceptable.

Accordingly, three scales were defined, SL (35 variables), where Cronbach's Alpha represented about 0.959, QWL (33 variables), where Cronbach's Alpha represented about 0.961, and OCB (15 variables), where Cronbach's Alpha represented 0.969.

7.2. The Correlation among the Research Variables

Table (5) Means, Standard Deviations and Intercorrelations among Variables

Variables	Mean	Std. Deviation	SL	QWL	OCB
Spiritual Leadership	3.128	0.612	1.000		
Quality of Work Life	3.956	0.714	0.606**	1.000	
Organizational Citizenship Behavior	3.448	0.613	0.603**	0.692**	1.000

Table (5) shows correlation coefficients between the research variables, and results indicate the presence of significant correlation between variables (SL, QWL, and OCB). The level of SL is high (Mean=3.128; SD=0.612), while QWL is high (Mean=3.956; SD=0.714) which led to higher OCB (Mean=3.448; SD=0.613).

Table (5) reveals the correlation between SL and QWL (R=0.606; P <0.01), which means that the high level of SL leads to higher QWL. The table shows the correlation between QWL and OCB (R= 0.692; P < 0.01), and this shows that the high level of QWL contributes to mitigation of feelings of OCB. Finally, Table (5) refers to the correlation between SL and OCB (R= 0.603; P < 0.01) implying that the high level of SL increases OCB.

7.3. Spiritual Leadership and Quality of Work Life

The relationship between SL and QWL is determined. The first hypothesis to be tested is:

H1: There is no relationship between SL (vision, hope/faith, altruistic love, the meaning/significance of work, membership, organizational commitment, and productivity) and QWL at Teaching Hospitals in Egypt.

Table (6) Correlation Matrix between SL and QWL

Variables	1	2	3	4	5	6	7	8
Vision	1							
Hope/Faith	0.887**	1						
Altruistic Love	0.847**	0.961**	1					
Meaning/Calling	0.863**	0.732**	0.738**	1				
Membership	0.844**	0.959**	0.967**	0.766**	1			
Commitment	0.892**	0.916**	0.907**	0.913**	0.924**	1		
Productivity	0.777**	0.913**	0.969**	0.638**	0.932**	0.815**	1	
QWL	0.517**	0.926**	0.638**	0.341**	0.676**	0.508**	0.640**	1

Note: ** Correlation is significant at 0.01 level.

Based on the Table (6), the correlation between SL (vision) and QWL is 0.517. For SL (hope/faith) and QWL, the value is 0.926 whereas SL (altruistic love) and QWL show a correlation value of 0.638. Also, the correlation between SL (meaning/calling) and QWL is 0.341. For SL (membership) and QWL, the value

is 0.676 whereas SL (organizational commitment) and QWL show a correlation value of 0.508. Finally, the correlation between SL (productivity) and QWL is 0.640. The overall correlation between SL and QWL is 0.606.

Table (7) MRA Results for SL and QWL

The Variables of SL	Beta	R	R²
1. Vision	0.549**	0.517	0.267
2. Hope/Faith	0.676**	0.926	0.857
3. Altruistic Love	0.473	0.638	0.407
4. Meaning/Calling	0.574**	0.341	0.116
5. Membership	1.76**	0.676	0.456
6. Organizational Commitment	0.477*	0.508	0.258
7. Productivity	0.518*	0.640	0.409
▪ MCC		0.764	
▪ DC		0.584	
▪ Calculated F		55.440	
▪ Degree of Freedom		7, 277	
▪ Indexed F		2.63	
▪ Level of Significance		0.000	
** P < .01 * P < .05			

As Table (7) proves, the MRA resulted in the R of 0.764 demonstrating that the independent variables of SL construe QWL significantly. Furthermore, the value of R square, independent variables of SL can explain 58% of the total factors in QWL level. Hence, 42% is explained by other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

7.4. Spiritual Leadership and Organizational Citizenship Behavior

The relationship between SL and QWL is determined. The second hypothesis to be tested is:

H2: There is no relationship between SL (vision, hope/faith, altruism love, the meaning/significance of work, membership, organizational commitment, and productivity) and OCB at Teaching Hospitals in Egypt.

Table (8) Correlation Matrix between SL and OCB

Variables	1	2	3	4	5	6	7	8
Vision	1							
Hope/Faith	0.887**	1						
Altruistic Love	0.847**	0.961**	1					
Meaning/Calling	0.863**	0.732**	0.738**	1				
Membership	0.844**	0.959**	0.967**	0.766**	1			
Commitment	0.892**	0.916**	0.907**	0.913**	0.924**	1		
Productivity	0.777**	0.913**	0.969**	0.638**	0.932**	0.815**	1	
OCB	0.562**	0.641**	0.632**	0.365**	0.621**	0.504**	0.606**	1

Note: ** Correlation is significant at 0.01 level.

Based on the Table (8), the correlation between SL (vision) and OCB is 0.562. For SL (hope/faith) and OCB, the value is 0.641 whereas SL (altruistic love) and OCB show a correlation value of 0.632. Also, the correlation between SL (meaning/calling) and QWL is 0.365. For SL (membership) and OCB, the value is 0.621 whereas SL (organizational commitment) and OCB show a correlation value of 0.504. Finally, the correlation between SL (productivity) and OCB is 0.606. The overall correlation between SL and QWL is 0.606.

Table (9) MRA Results for SL and OCB

The Variables of SL	Beta	R	R^2
1. **Vision**	0.298*	0.562	0.315
2. **Hope/Faith**	0.399	0.641	0.410
3. **Altruistic Love**	1.535**	0.632	0.399
4. **Meaning/Calling**	0.092	0.365	0.133
5. **Membership**	0.713**	0.621	0.385
6. **Organizational Commitment**	1.400**	0.504	0.254
7. **Productivity**	1.059**	0.606	0.367
▪ MCC		0.723	
▪ DC		0.523	
▪ Calculated F		43.434	
▪ Degree of Freedom		7, 277	
▪ Indexed F		2.63	
▪ Level of Significance		0.000	
** P < .01 * P < .05			

As Table (9) proves, the MRA resulted in the R of 0.723 demonstrating that the independent variables of SL construe OCB significantly. Furthermore, the value of R square, independent variables of SL can explain 52% of the total factors in OCB level. Hence, 48% is explained by other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

7.5. Organizational Citizenship Behavior and Quality of Work Life

The relationship between QWL and OCB is determined. The third hypothesis to be tested is:
H3: There is no relationship between QWL (adequate compensation, working condition, the opportunity for growth, constitutionalism, the opportunity for developing, social integration, working life, and social responsibility) and OCB at Teaching Hospitals in Egypt.

Table (10) Correlation Matrix between QWL and OCB

Variables	1	2	3	4	5	6	7	8	9
Adequate Compensation	1								
Working Condition	0.663**	1							
Opportunity for Growth	0.774**	0.506**	1						
Constitutionalism	0.771**	0.538**	0.958**	1					
Developing Opportunity	0.909**	0.698**	0.745**	0.778**	1				
Social Integration	0.839**	0.827**	0.476**	0.497**	0.853**	1			
Working Life	0.845**	0.815**	0.445**	0.458**	0.784**	0.958**	1		
Social Responsibility	0.856**	0.785**	0.459**	0.480**	0.843**	0.969**	0.959**	1	
OCB	0.692**	0.563**	0.710**	0.697**	0.611**	0.554**	0.548**	0.547**	1

Note: ** Correlation is significant at 0.01 level.

Based on the Table (10), the correlation between QWL (adequate compensation) and OCB is 0.692. For QWL (working condition) and OCB, the value is 0.563 whereas QWL (opportunity for growth) and OCB show a correlation value of 0.710. Also, the correlation between QWL (constitutionalism) and QWL is 0.697. For SL (opportunity for developing) and OCB, the value is 0.611 whereas SL (social integration) and OCB show a correlation value of 0.554. For QWL (working life) and OCB, the value is 0.548. Finally, the correlation between QWL (social responsibility) and OCB is 0.547. The overall correlation between QWL and OCB is 0.692.

Table (11) MRA Results for QWL and OCB

The Variables of QWL	Beta	R	R²
Adequate Compensation	0.306	0.692	0.478
Working Condition	0.103	0.563	0.316
Opportunity for Growth	0.404**	0.710	0.504
Constitutionalism	0.324*	0.697	0.485
Developing Opportunity	0.670**	0.611	0.373
Social Integration	0.352	0.554	0.306
Working Life	0.214	0.548	0.300
Social Responsibility	0.293	0.547	0.299
▪ MCC		0.781	
▪ DC		0.610	
▪ Calculated F		53.922	
▪ Degree of Freedom		8, 276	
▪ Indexed F		2.51	
▪ Level of Significance		0.000	

** P < .01   * P < .05

As Table (11) proves, the MRA resulted in the R of 0.781 demonstrating that the independent variables of QWL construe OCB significantly. Furthermore, the value of R square, independent variables of QWL can explain 61% of the total factors in OCB level. Hence, 39% is explained by other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

7.6. QWL as a Mediating Variable of the Relationship between SL and OCB

The statistically significant effect of QWL as a mediating variable of the relationship between SL and OCB is determined. The fourth hypothesis to be tested is:

H4: There is no significant effect of QWL as a mediating variable of the relationship between SL and OCB at Teaching Hospitals in Egypt.
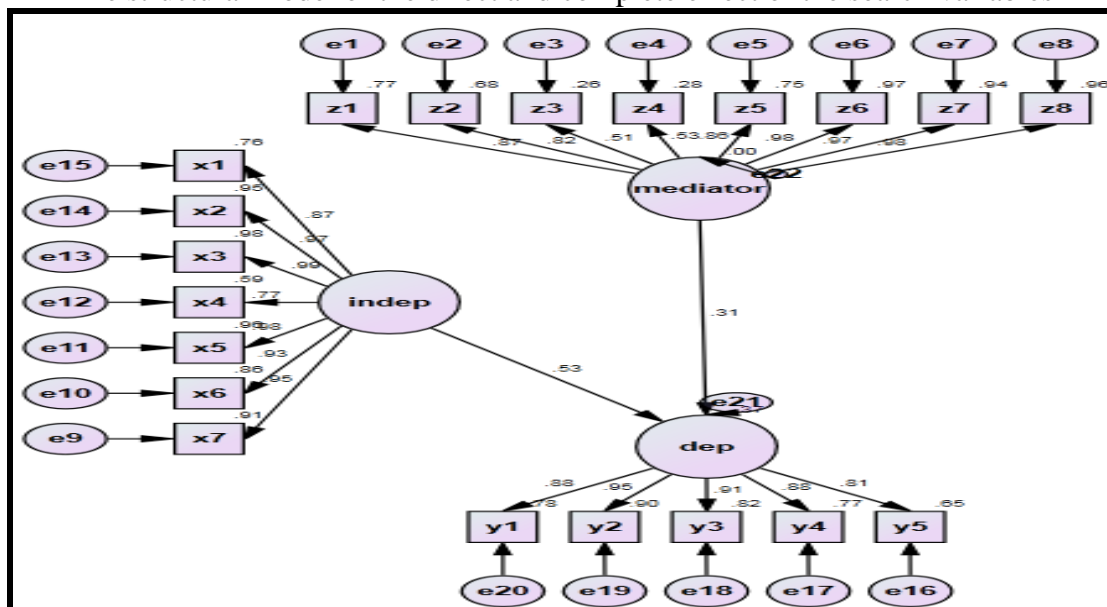
The study of the effect of the independent variable on the dependent variable through the intermediate variable is an important subject in social studies. The researcher relied on Holmbeck (1997) to measure the role of QWL as an intermediate variable in interpreting the impact of SL on OCB by testing three different models. This can be illustrated as follows:

7.6.1. Full Direct Effects Model

This model is based on the fact that the independent variable (SL) directly affects the dependent variable (OCB). This is in addition to the direct relationship between the mediating variable (QWL) and the dependent variable (OCB). The structural model of the direct and complete effect of the search variables can be illustrated by the following diagram:

Figure (2)
The structural model of the direct and complete effect of the search variables

Source: The researcher based on the outputs of AMOS, V.23, 2015

From the previous figure, there is a direct effect of the independent variable (SL) on the dependent variable (OCB), and the direct effect of the variable (QWL) on the dependent variable (OCB). The correlation quality indicators of the direct and complete impact model can be illustrated by the following table:

Table (12)

Match quality indicators for the direct impact model of search variables

Test the Quality of the Model	Test Value	Acceptance Condition[*]
X^2 / Degree of freedom	3898.890	$(X^2 /df) < 5$
P. value	0.000	P> 0.5
Goodness of fit Index (GFI)	0.462	GFI > 0.90
Tuker-Lewis Index (TLI)	0.637	TLI > 0.9
Comparative Fit Index (CFI)	0.679	CFI > 0.95
Normed Fit Index (NFI)	0.670	NFI > 0.90
Incremental Fit Index (IFI)	0.680	IFI > 0.9

[*] Daire et al., 2008

Source: The researcher based on the outputs of AMOS, V.23, 2015

In light of the above-mentioned indicators, it is clear that the model has achieved good indicators according to the results of the analysis, where the value of (X^2/degrees of freedom) 26.0 which is greater than (5), and the value of P is significant. The index of the Goodness of fit Index (GFI = 0,693) is less than (0.9), in addition to the Tuker-Lewis Index (TLI = 0.593) which is less than (0.9), as well as the value of the Comparative Fit Index (CFI = 0.709), less than (0.9), the Normed Fit Index (NFI = 0.704), less than 0.9, and Incremental Fit Index (IFI = 0.710), which is less than 0.9.

Accordingly, it should be noted that all the previous indicators confirm that all model estimates are significant, indicating that there is a relationship between SL and OCB on the one hand, QWL, and OCB on the other hand.

According to the above-mentioned results, it was decided to reject the null hypothesis that said: "there is no significant influence of SL on QWL through OCB." The alternative hypothesis was accepted after it was found that the independent variable (SL) had an effect on the dependent variable (OCB) on the one hand, and the direct effect of QWL on the OCB (dependent variable) on the other hand. This decision was based on the value of (X^2/degrees of freedom), the value of (P), and the indicators of GFI, TLI, CFI, NFI, IFI.

7.6.2. Full Mediated Model

This model is based on the fact that QWL mediates the relationship between SL and OCB fully. The structural model of the full mediation of the search variables can be illustrated by the following form:

Figure (3)

A structural model for full mediation of search variables
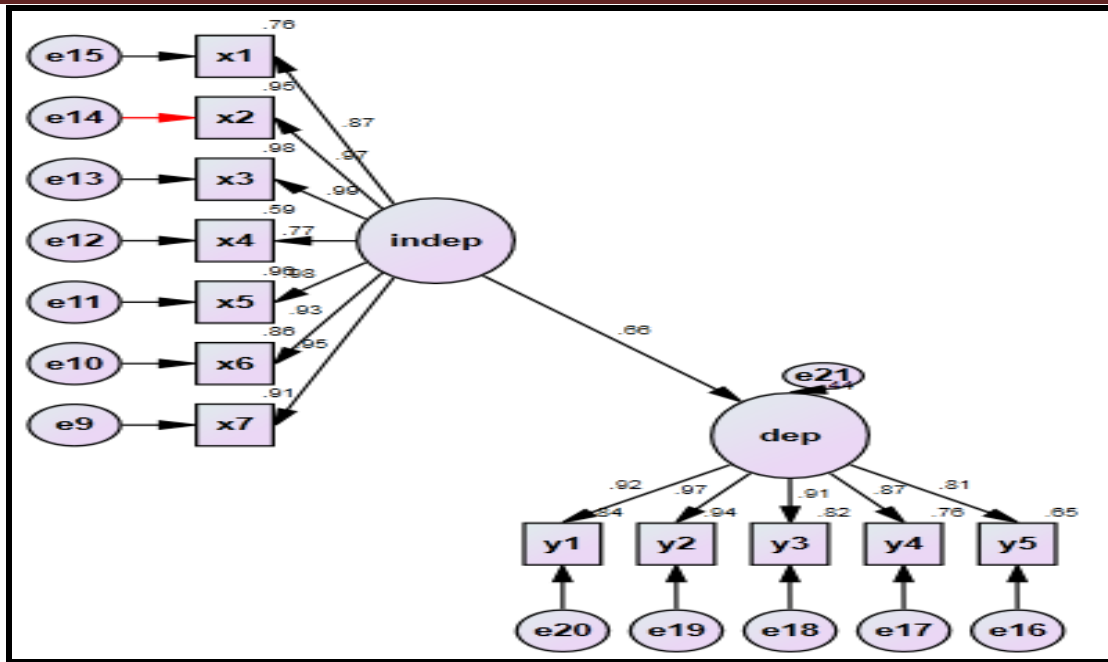
Source: The researcher based on the outputs of AMOS, V.23, 2015

From the previous figure, it is clear that there is a direct influence of the independent variable (SL) on the dependent variable (OCB). The correlation quality indicators for this model can be illustrated by Table (32), which shows that the model achieved good indicators according to the results of the analysis, where the value (x^2 degrees of freedom) 29.0 which is greater than (5), and that the value of P is significant. The index of the Goodness of fit Index (GFI = 0.580) is less than (0.9), in addition to the Tuker-Lewis Index (TLI = 0.538), which is less than (0.9), as well as the Comparative Fit Index (CFI = 0.699), less than (0.9), the Normed Fit Index (NFI = 0.695), less than 0.9, and the Incremental Fit Index (IFI = 0.700), which is less than 0.9.

Accordingly, it should be noted that all previous indicators confirm that all estimates of the model are significant, which shows that there is a relationship between SL and OCB at Teaching Hospitals in Egypt.

According to the above-mentioned results, it was decided to reject the null hypothesis that said: "there is no effect of SL, on OCB." The alternative hypothesis was accepted after it was found that the independent variable (SL) had an impact on the dependent variable (OCB). This decision was based on the value of (x^2/ degrees of freedom), the value of (P), and the indicators of GFI, TLI, CFI, NFI, IFI.

Table (13)
Match quality indicators for the direct impact model of search variables

| Test the Quality of the Model	Test Value	Acceptance Condition [*]
X^2 / Degree of freedom	1468.439	(X^2 /df) < 5
P. value	0.000	P> 0.5
Goodness of fit Index (GFI)	0.585	GFI > 0.90
Tuker-Lewis Index (TLI)	0.729	TLI > 0.9
Comparative Fit Index (CFI)	0.783	CFI > 0.95
Normed Fit Index (NFI)	0.777	NFI > 0.90
Incremental Fit Index (IFI)	0.783	IFI > 0.9

[*] Daire et al., 2008
Source: The researcher based on the outputs of AMOS, V.23, 2015

7.6.3. Partial Mediated Model

This model is based on the indirect effect of the independent variable (SL) and the dependent variable (OCB) through the intermediate variable (QWL).

Figure (4)
The structural model of the search variables
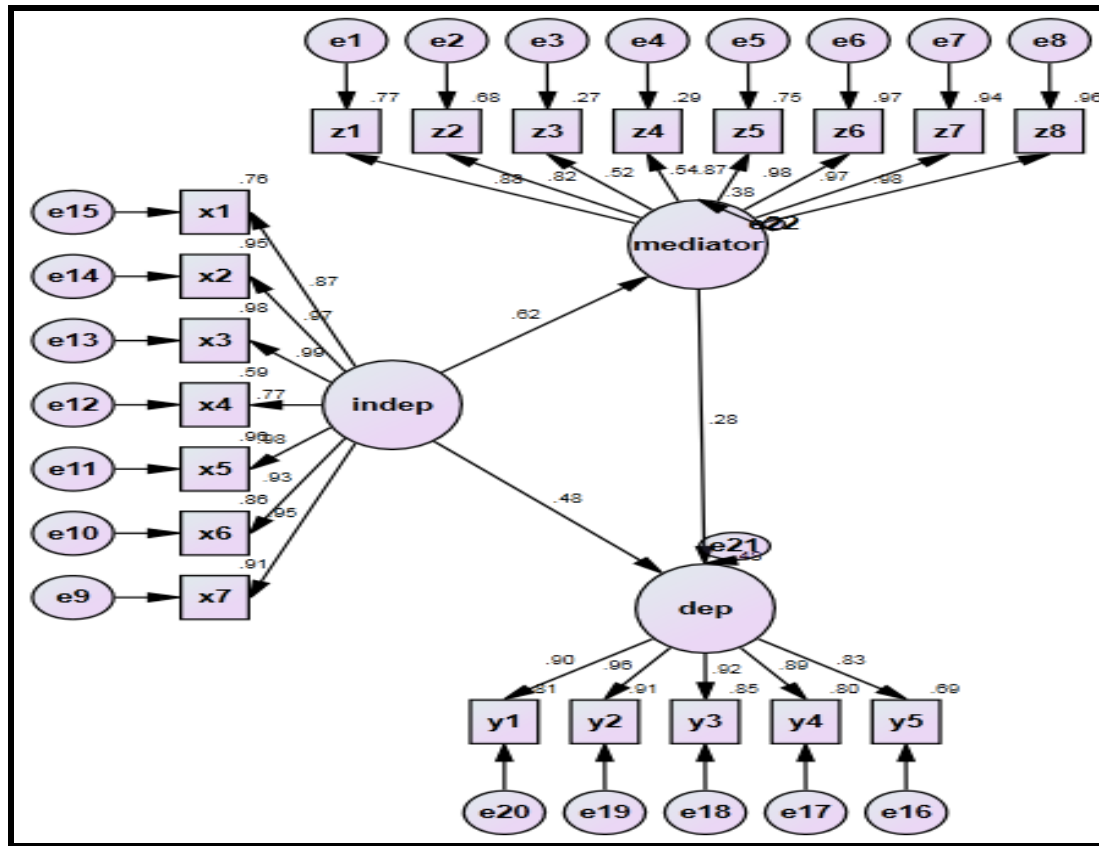
Source: The researcher based on the outputs of AMOS, V.23, 2015

It is clear that there is an indirect influence between the SL (the independent variable) on OCB (the dependent variable) and the QWL (the mediating variable). The different indicators of the quality of the partial mediation model can be explained by the following table:

Table (14)
Match quality indicators for the direct impact model of search variables

Test the Quality of the Model	Test Value	Acceptance Condition[*]
X^2 / Degree of freedom	3765.338	$(X^2/df) < 5$
P. value	0.000	P> 0.5
Goodness of fit Index (GFI)	0.461	GFI > 0.90
Tuker-Lewis Index (TLI)	0.648	TLI > 0.9
Comparative Fit Index (CFI)	0.691	CFI > 0.95
Normed Fit Index (NFI)	0.681	NFI > 0.90
Incremental Fit Index (IFI)	0.691	IFI > 0.9

[*] Daire et al., 2008
Source: The researcher based on the outputs of AMOS, V.23, 2015

In light of the above-mentioned indicators, it is clear that the model achieved good indicators according to the results of the analysis, where the value of (X^2/degrees of freedom) 27.0 which is greater than (5), and the value of P is significant. The index of the Goodness of fit Index (GFI = 0.651) is less than (0.9), in addition to the Tuker-Lewis Index (TLI = 0.615), which is less than (0.9), as well as the

Comparative Fit Index (CFI = 0.728), less than (0.9), the Normed Fit Index (NFI = 0.723), less than 0.9, and the Incremental Fit Index (IFI = 0.729), which is less than 0.9.

Accordingly, it should be noted that all the previous indicators confirm that all model estimates are significant, which shows that there is an indirect relationship between SL and OCB through QWL; that is, QWL plays the role of partial mediation between SL and OCB at Teaching Hospitals in Egypt.

In the light of the above, the Sobel test was carried out in order to measure the indirect effects of SL (independent variable) on OCB (dependent variable) under QWL (mediating variable). Therefore, the previous results are not significant unless after testing Sobel.

The Sobel test depends on the value of the Z value. If the Z value is greater than 1.96, we conclude that the model is an intermediate variable model; that is, the indirect effect is true and vice versa if the Z value is less than 1.96. This can be illustrated by the following table:

Table (15)
Sobel Test

Significance Indirect Effect	Test Value
Effect Degree	0.3124
Standard Error	0.0395
The Value of Calculated Z	7.8944
Degree of Freedom	2, 282
The Value of Indexed Z	1.96
P. value	0.000

Source: The researcher based on the outputs of AMOS, V.23, 2015

From the previous table, there is a significant effect of QWL (mediating variable) on the relationship between SL (independent variable) and OCB (dependent variable).

According to the above-mentioned results, it was decided to reject the null hypothesis that said: "there is no significant effect of QWL a mediating variable of the relationship between SL and OCB at Teaching Hospitals in Egypt." The alternative hypothesis was accepted after it was found that that there is a significant effect of SL (independent variable) on OCB (dependent variable) through the mediating variable (QWL), that is, QWL plays the mediating role on the relationship between SL and OCB. This decision was based on the value of the x^2/degrees of freedom, the value of P, the GFI, TLI, CFI, NFI, IFI and Sobel tests.

8. The Research Results

By reviewing the results of the descriptive analysis of the data on which the study was based and testing the hypotheses of the research, the study reached a set of results as follows:

1. The existence of a statistically significant relationship between the dimensions of SL (vision, hope/faith, altruistic love, the meaning/significance of work, membership, organizational commitment, productivity) and the dimensions of QWL at Teaching Hospitals in Egypt. This finding is consistent with the study by Erkutlu et al., 2016, in which he concluded that there is a relationship between the integrity of the leader's behavior and the QWL, that is, the behavioral integrity of the leader enhances the QWL of the employees. Therefore, leaders must take into account their actions and behavior within the organization in a way that increases the process of identification among them.

2. There is a statistically significant relationship between the dimensions of SL (vision, hope/faith, altruistic love, the meaning/significance of work, membership, organizational commitment, productivity) and OCB. The multiple regression model showed that the dimensions of SL as an independent variable affect OCB as a variable at Teaching Hospitals in Egypt. This finding is consistent with Fry's 2003 study, in which Glee points out that SL plays an important role in OCB in a highly uncertain environment.

3. There is a statistically significant relationship between the dimensions of QWL and OCB after the multiple regression model showed that the dimensions of SL have an independent variable on OCB as a dependent variable at Teaching Hospitals in Egypt.
4. There is a direct influence of the independent variable (SL) on the dependent variable (OCB) on the one hand and the direct effect of the variable (QWL) on the dependent variable (OCB) on the other hand. In other words, there is a partial effect of the organizational variable on the relationship between the independent variable (SL) and the dependent variable (OCB), that is, QWL plays a partial role in the relationship between SL and OCB at Teaching Hospitals in Egypt.
5. There is a direct effect of the independent variable (SL) on the dependent variable (OCB). In other words, QWL mediates the relationship between SL and OCB at Teaching Hospitals in Egypt.
6. There is an indirect influence between SL and OCB through QWL as an intermediate variable. In other words, there is an indirect influence of the independent variable (SL) on the dependent variable (OCB) through the medium variable (QWL). That is, QWL plays the role of partial mediation in the relationship between SL and OCB at Teaching Hospitals in Egypt.

9. Recommendations

In light of the previous results, the researcher concludes with a set of recommendations. The most important of these recommendations can be summarized as follows:
1. Re-studying and structuring of the system of wages in the hospital in a way that allows them to get the appropriate return for their efforts. This can be achieved through the following:
    ▪ Increasing rewards in the hospital to meet the low wages and be commensurate with the individual effort in the hospital. This can be achieved by increasing the resources of the hospital from the diversity and multiplicity of services provided to members of the community, in providing the service.
    ▪ The need to pay attention to the application of the principle of reward and punishment in the hospital in terms of the item of wages and bonuses, as a group of employees receives financial rewards much higher than the effort and vice versa. Some employees receive financial rewards far less than the effort in the hospital.
    ▪ The need to improve the wages of all employees in the hospital. This can be done by multiplicity and diversity of services provided by the hospital to the members of the community in a way that increases the self resources or by addressing the concerned parties to raise wages.
2. Providing a safe and healthy work environment for all employees in different educational hospitals. This can be achieved through the following:
    ▪ The need for hospital officials to take care of the physical conditions of the work in terms of lighting, ventilation, and cleanliness.
    ▪ The need to provide safety means and different protection methods for the hospital staff or patients.
3. Concern for achieving the welfare of hospital staff and improving the quality of the career in terms of providing promotion opportunities and being objective in accordance with specific standards and controls. There should be participation by decision makers, safety and occupational health, and an increased sense of safety and job stability among the hospital staff.
4. Activation of training programs but not to specific categories. Training includes all aspects of technical, humanitarian and moral; the training periods are continuing, as training plays an important role in raising morale and satisfaction of employees. This increases the staff opportunities for promotion and reveals their abilities and skills.
5. Involvement of hospital staff in the decision-making process, in view of the nature and sensitivity of work in the hospital, which concerns the lives of citizens. That needs a large area of freedom to make decisions; employees feel they are making plans and programs themselves for themselves, in organizational symmetry.
6. Activating complaints and suggestions box in the hospital in a way that helps employees to express their opinions and suggestions, which leads to improving the quality of service provided by the hospital.
7. Abiding by the principles and rules governing the nature of work in the hospital for all individuals, but not favor and courtesy of some individuals at the expense of others.

8. Development and utilization of human capacities in the hospital. This can be done by increasing the knowledge of its employees by encouraging them to attend training courses or by completing their higher studies, which leads to multiple sources of knowledge.

9. The importance of achieving social integration in the hospital through the need to respect and appreciate the ideas and opinions of all staff in the hospital, to spread the spirit of cooperation and mutual respect among all personnel working in the hospital of different job categories.

10. Emphasizing the absence of a negative impact on the work life on the total life area of the personnel working in the hospital. This can be done by attention to the schedule of rest so as not to affect the quality of service provided adversely, and that there is no increase in the volume of tasks and work entrusted to an individual in the hospital in a way that negatively affects his personal life.

11. Emphasizing the social responsibility of the hospital by improving the mental image of the hospital members of the community, to develop and improve the quality of service provided by the hospital to members of the community, in addition to the need to pay attention to the good treatment of all personnel working in the hospital. Its impact is reflected on the treatment of patients and the public and thus on the quality of service provided by the hospital.

12. The officials in the hospital should pay more attention to the staff, through the identification of their wishes and needs and trying to realize them commensurate with their objectives in order to improve the process of organizational symmetry.

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