

INVESTIGAÇÃO DA ASSOCIAÇÃO ENTRE EMPODERAMENTO PSICOLÓGICO DE FUNCIONÁRIOS E COMPORTAMENTO DE CIDADANIA ORGANIZACIONAL: O CASO KESHAVARZI BANK OF TEHRAN

INVESTIGATION OF THE ASSOCIATION BETWEEN PSYCHOLOGICAL EMPOWERMENT OF EMPLOYEES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE CASE KESHAVARZI BANK OF TEHRAN

Mitra Hashemi 1

Resumo: O objetivo do presente estudo foi investigar a associação entre o empoderamento psicológico dos funcionários e o comportamento de cidadania organizacional entre os funcionários do Banco Keshavarzi de Teerã. Em termos de métodos, é considerado como um estudo descritivo-correlacional, com sua população sendo composta por todos os 1.500 funcionários de todas as agências bancárias de Keshavarzi em Teerã. Através da aplicação do gráfico de Morgan e Krejcie, o tamanho da amostra do estudo foi determinado como 306 indivíduos que foram selecionados como as amostras do estudo através da aplicação do método de amostragem aleatória simples. Por fim, e após a exclusão de dados incompletos e / ou irrefutáveis, dados de 301 questionários completos foram incorporados ao estudo. Os antigos questionários incluíam os inventários do empoderamento psicológico e do comportamento de cidadania organizacional, ambos com validade e confiabilidade adequadas. Para fins de análise dos dados, foram utilizados os testes de coeficiente de correlação de Kolmogorov-Smirnoff e Pearson e os resultados evidenciaram que existe associação estatisticamente significativa entre o empoderamento psicológico dos funcionários e o comportamento de cidadania organizacional.

Palavras-chave: empoderamento psicológico, comportamento de cidadania organizacional, Banco Keshavarzi

Abstract: The purpose of the present study was to investigate the association between psychological empowerment of employees and organizational citizenship behavior among the employees of the Keshavarzi Bank of Tehran. In terms of methods, it is considered as a descriptive-correlational study with its population being consisted of the entire 1500 employees of all Keshavarzi bank branches of Tehran. Through the application of the Morgan and Krejcie chart, the size of sample of the study was determined as 306 individuals who were therefore selected as the samples of the study through the application of the simple random sampling method. Ultimately and after excluding incomplete and/or irrefutable ones, data from 301 complete questionnaires were incorporated into the study. The former questionnaires included the inventories of psychological empowerment and organizational citizenship behavior both of which were of a suitable validity and reliability. For the purpose of the analysis of data, the Kolmogorov-Smirnoff and the Pearson's correlation coefficient tests were used and the results manifested that there exists a statistically significant association between the psychological empowerment of employees and organizational citizenship behavior.

Keywords: psychological empowerment, organizational citizenship behavior, Keshavarzi Bank

Introduction

The current period of human existence is accompanied by various extraordinary changes and evolutions. As subsets of human life, organizations must also prepare themselves for facing these great changes in order to be able to survive. Otherwise they will be forced out of the ring of competition. By the former preparedness it is not referred to technological and equipment-related preparedness; rather it is referred to the preparation of the employees as the main and most valuable assets of organizations (Farahani et al., 2012). In the current era of modern competitions, only those organizations will be able to survive and continue their activities that have made the required plans for their future while having a realistic anticipation of future challenging events. On this basis, the past is no longer the light of the way forward and the pace of changes and evolutions is a witness to this (Abolalaei & Ghafari, 2010: 5). One element that plays a strategic role in the achievement of predetermined organizational goals is the possession of efficient, expert and motivated human resources in all organizational positions.

Considering the former content stating that one element that plays a strategic role in the achievement of predetermined organizational goals is the possession of efficient, expert and motivated human resources in all organizational positions, it can be added that the empowerment of employees is also a sufficient technic for the improvement of employees' efficiency while also providing an opportunity for enhanced utilization of their both individual and team capabilities towards the realization of organizational goals (Hoseini, 2012). Empowerment is a process in which continuous enhancement of performance is enabled through the development and expansion of the influences and capabilities of individuals and teams. In other words, empowerment is a strategy for organizational development and efflorescence. In fact empowerment is an instrument that gives privilege to the employees in a way that they are free to express what they think is best, without being afraid of being rejected by the bosses. In spite of the increasing interests in the empowerment of employees, we still have a limited awareness about this concept and only a few scientific studies have elaborated on the organizational variables related to the empowerment of employees. One of the most interesting organizational variables for both researchers and executive managers is organizational citizenship behavior (OCB) (Ramzgooyan & Ashtiani, 2011). Considering the fact that one of every organization's main goals is to obtain a suitable performance, the only way of approaching this goal seems to be adoption of a special type of systematic, localized and practical perspective. The significant successes of organizations with the least facilities during the past decade on the one hand and the failures of organizations with the best financial capabilities on the other hand, point to the significant roles played by immaterial factors in the success of organizations. In this context, the factors of psychological empowerment and organizational citizenship behavior are considered as two important factors effective on the performance of organizations. In case of service providing organizations, the most important factor effective on both attracting and maintaining customers is the quality of services. In these organizations, provision of a better and yet efficient quality is main survival strategy. Fast changes, versatility, increasing variability of the workforce and variability of tastes of customers are also other factors that have attracted various researchers' attentions to the provision of solutions for the improvement of organizations' performance. This requires changes in the structures, citizenship behavior, procedures and organizational dimensions. For example making use of effective empowerment models and expansion and development of the indices of these models in different institutions can be considered as a sign of this attention. Empowerment can provide the necessary contexts for the maturation of employees.

Another key variable that can help organizations as a competitive advantage is organizational citizenship behavior. Previous studies have shown that organizations that put more emphasis on organizational citizenship behavior are healthier and more successful than their counterparts (Vigoda et al., 2007). The first researchers to work on the organizational citizenship behavior concept were Batman and Organ (1983) who investigated this concept while elaborating on the relationship between job satisfaction and performance (Hossam, 2008). In addition, if managers are after improvement of efficiency and organizational performance, they must pay a close attention to the constituents of psychological empowerment (Rahim Nia & Alizadeh, 2009). This is mostly because psychological empowerment is effective on the entire dimensions of an organization and it is believed that it helps with the formation and conduction of the resources required for

production and improvement of organizational efficiency. Therefore if organizations are unaware of the concept of psychological empowerment of employees and its dimensions and indices, they will face various practical difficulties such as organizational conflicts, lack of organizational coherence and reduced performance.

Organizations will not be able to improve the efficiency of their performance unless their personnel are willing to cooperate. Here, the difference between spontaneous collaboration and forced collaboration is crucial. In the case of forced collaboration, the individuals will fulfill their tasks corresponding to the determined rules and standards of the organization merely to the extent needed and specified by the regulations; while in the case of spontaneous collaboration individuals use their efforts, energy and foresight for the purpose of efflorescence of their own abilities in the favor of their organization. Nowadays and in the modern literature of management, these spontaneous and conscious behaviors of individuals within an organization are referred to as organizational citizenship behavior (Zarei Matin et al., 2006: 34). Organizational citizenship behavior is a spontaneous and yet conscious behavior which is not explicitly anticipated by the official rewarding system of organizations while it is in overall, effective on the performance of the organization (Organ, quoted from Kernodle, 2007: 4). From the point of view of Organ, organizational citizenship behavior is a spontaneous and yet conscious behavior which is not explicitly anticipated by the official rewarding system of organizations while it is in overall, effective on the performance of the organization. By the terms spontaneous and conscious it is tried to refer to the fact that this behavior is not an obligatory requirement for the job; rather it is a personal choice and not tending to it is not followed by any punishment (Quoted from Alicia, 2008: 43).

Organizational citizenship behavior improves the efficiency of employees and working groups. It also encourages team work, improves communications and collaborations between employees, reduces the rate of errors and also improves the involvement of employees in organizational matters. Overall, it can be said that it provides a suitable organizational atmosphere (Castro et al., Quoted from Fattahi, 2007). Therefore, considering the importance given to the organizational citizenship behavior in terms of effecting organizational performance, quality of services and in general, organizational efficiency, it is highly crucial to understand the factors that anticipate and or affect organizational citizenship behaviors.

Theoretical Review of Literature

Psychological empowerment

Empowerment is not a new concept; rather the history of first mentioning of a definition for the concept of empowerment dates back to 1788 when empowerment was viewed as delegation of privilege to organizational roles while this privilege must either be given to an individual, or be witnessed in his/her organizational role. This empowerment referred to the willingness of an individual for acceptance of a responsibility and therefore this word was initially interpreted as responsiveness. In 1990, Gandez conceptualized empowerment as delegation of the decision making privilege to the employees. Empowerment refers to providing more freedom, higher working independence, decision making responsibility and self-control in the execution of works (Mullins, 1999). Lee J.A (2001) believes that empowerment causes the employees to think of their work and organization as their own and makes them proud of doing their work. Without empowerment, neither the organizations, nor the managers are able to find long-term prosperity. Organization's manager is the most important element for intrapreneurship since he/she is both explicitly and implicitly influencing the entire factors of organization's environment. Spritzer, Thomas and Huss have defined a special type of empowerment that tries to satisfy the causes of failure of various empowerment programs. In their point of view, organizations have adopted a universal approach towards empowerment and consider it suitable for every situation while before any actions in this context; they firstly need to psychologically empower their employees. They also accept Conger and Kananga's definition of psychological empowerment (1998):

"A process during which individuals' sense of self-efficacy increases and this is realized through a situation that eliminates incapability. This situation can be imposed both through official and unofficial organizational technics. In their point of view, empowerment is a multidimensional notion and therefore it cannot be defined through merely one simple definition. In a greater

expansion, they define empowerment as an internal state of stimulation related to the job that includes four internal imaginations and manifests individuals' willingness to their occupational roles" (Julia et al., 1999: 118).

The former internal imaginations include: meaningfulness, competence, self-determination, influence and, trust

In general, cognitive empowerment is defined in the form of a motivational construct that is manifested in four cognitive domains of meaningfulness, competence, self-determination and influence. These cognitive domains reflect active willingness in relation to task role. By active willingness it is referred to the fact that individuals would want to feel that they are capable of undertaking important occupational roles in their job context. When these cognitive domains are combined with each other, the result is a more general construct named as "psychological empowerment". In other words, lack of one of these dimensions can have a negative overall effect on the level of perceived empowerment. Therefore the mentioned four dimensions construct a relatively comprehensive set of perceptions and imaginations related to the understanding of psychological empowerment (Thomas & Velthouse, 1990: 670).

Organizational Citizenship Behavior

Organ, Podsakof and McKenzie defined OCB as individual and voluntary behaviors that result in the improvement of efficiency and performance of an organization, but are not directly rewarded by the official organizational systems (Hal, 2009: 382). By the word voluntary it is meant that this behavior is not a job requirement and there is no sign of it in the employment commitment form and also not tending to it is not followed by any punishments (Podsakof, 2006). According to Organ, the fundamental dimensions of OCB include the following contexts:

1. A behavior above what the organizational officially determines for the employees
2. A behavior that is voluntarily and is based on personal will
3. A behavior that is not directly followed by any rewards
4. A behavior that is valuable for the success of the organizational operations (Castro et al., 2004).

Organ (1988) has proposed a five dimensional scale of OCB that explains the organizational citizenship behavior while including the components of Chivalry, Altruism, Civic virtue, Conscientiousness and Courtesy (Markozy and Zen, 2004).

Conscientiousness: it includes behaviors shown by employees that are additional to the behaviors that are officially expected from them (George & Rhino, 2006: 530).

Chivalry: it refers to the employees' ability in adapting with the difficulties and incompatibilities of the work environment without any formal complaints (Kernodle, 2007: 9).

Altruism: it includes helping the other employees with their jobs in unconventional situations.

Civic Virtue: it can be defined as participation in organization's political processes (Seth Nick & Daimler, 2003: 284), expression of ideas, reflecting on occupational affairs during non-working times, participation in organizational events, presence in meetings and involvement with organizational issues and etc (Kernodle, 2007: 9).

Courtesy: includes a person's entire foresights aiming at prevention of occurrence of occupational issues regarding other employees (Cho Cheng, 2001: 7).

As it was mentioned earlier, previous studies show that organizations that put more emphasis on OCB are healthier and more successful compared to their counterparts (Vigoda et al., 2007). One applied importance of OCB is that it improves organizational efficiency, innovation and competitive advantage (Shateri et al., 2009). Existence of OCB results in reduction of the rates of desertion and absence. In more logical terms, it can be stated that OCB promotes a better working environment within an organization (Zarei Matin et al., 2006). An atmosphere that encourages organizational citizenship behaviors within an organization provides the necessary contexts for both attracting and maintaining the current employees. On this basis, through the propagation of OCB in the work environment, one can make sure that employees' psychological empowerment is also improved. Increased OCB in an organization turns the organization into an interesting environment for working and undertaking activities. In other words it can be stated that organizations that involve higher

levels of OCB also have better performances (Shateri et al., 2009).

Empirical Review of Literature

In order to complete the present study, the author has made several inquiries and reviews through and on various related scientific studies that have been documented on databases including Elsevier, Emerald, MagIran, and Irandoc and etc. the following points to some of these studies in brief.

Froomadi (2015) investigated the relationship between psychological empowerment, quality of work life and intrapreneurship in the University of Shahroud. Results of the study showed that a statistically significant relationship exists between psychological empowerment and intrapreneurship in the University of Shahroud.

Zarei Matin et al., (2010) conducted a study and tried to propose a comprehensive model for the elements effective on the development of OCB of the employees of the National Iranian Oil Company. The main purpose of this study, as mentioned was to propose a comprehensive model of the factors effective on the OCB of the employees of the National Iranian Oil Company that investigates the effects of five factors of leadership style, employees' personality traits, organizational structure, organizational culture and cultural factors on OCB. Results of this study showed that an evolutionary leadership style; employees' personality traits including emotional stability, extroversion, experiences, compatibility and conscientiousness; and as mentioned by Hoffstead some dimensions of organizational culture including process-orientation, employee-orientation, open systems, hardware control and; some of the communicational and structural dimensions of social capital including information justice are all effective on organizational citizenship behavior.

In a study titled as "proposing a model for explanation of factors effective on OCB in the University of Sistan and Baluchistan", Tabarsa et al., (2010) concluded that according to the proposed route analysis model, contextual factors are effective on the variable of study. In addition among the components of contextual factors, personal factors component was the one that was associated with the highest anticipatory power in terms of OCB. In addition, the authors of this study have added that OCB requires variables that would help with the provision of the contexts necessary for its emergence and the most important ones of these variables include personality traits, job satisfaction, organizational commitment, evolutionary leadership, management control system, leadership style, organizational culture and, organizational support. Once the necessary context for the occurrence of these behaviors was provided, the beneficial consequences of these behaviors would be felt.

Sultani Nejad et al., (2016) tried to investigate the association between evolutionary leadership and empowerment and intrapreneurship among the employees of the University of Mohaqeq-Ardabili. Results of their study showed that among the components of evolutionary leadership, ideal influence and among the components of empowerment, competence have a positive and statistically significant relationship with intrapreneurship.

Laschinger et al., (2015) carried out a study titled as "a trustworthy leadership; empowerment and burnout" and showed that honest behaviors of leaders are important for perception of structural empowerment by nurses and it ultimately results in reduction of levels of emotional fatigue and negativity of nurses.

Jiang (2012) conducted a study titled as "the relationship between Universities' organizational culture and psychological empowerment and OCB of professors" and concluded that organizational culture have a powerful effect on OCB and psychological empowerment.

Chang and Tsonga (2012) tried to investigate the effect of perceived organizational support and psychological empowerment on job performance under the moderating effect of OCB. Their results showed that perceived organizational support and psychological empowerment are not much effective on performance on their own; however under the moderating effects of OCB, the former and latter variables can have a great impact on job performance.

Research Model

The conceptual model of the study shows the relationships between the variables stated in the hypotheses. The model is as follows:

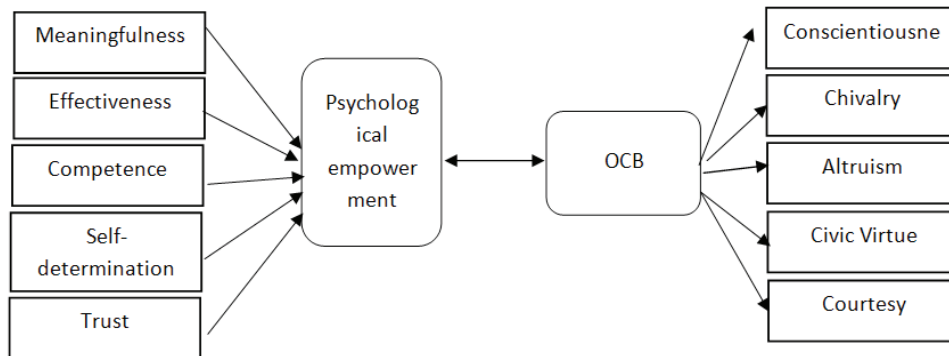


Diagram 1, the conceptual model of the study

Methods

In terms of purpose, the present study is considered as an applied research and considering the methods, it is considered as a correlational study. For the purpose of reviewing the literature of study, several library studies have been conducted and also for the purpose of collection of required research data, field methods including inventories were incorporated into the study.

Population and Sampling

The population of the present study includes the entire 1500 employees of the entire branches of Keshavarzi Bank throughout the city of Tehran. Through the application of the Morgan and Krejcie chart, sample size of the study was determined as 306 individuals. In the next step, the simple random sampling method was used for selection of subjects. Overall, after exclusion of incomplete questionnaires, the data driven from 301 questionnaires were used for the study.

Data Collection Instrument

For the purpose of reviewing the literature of study, several library studies have been conducted and also for the purpose of collection of required research data, field methods including inventories were incorporated into the study. The inventory/questionnaire used in this study is comprised of two sections. In the first section, the demographic data of respondents are collected and in the second section, respondents give answers to the questions relating to the variables of study. The former questions have been adjusted according to the studies mentioned in table 2. They have been translated and then localized under the monitoring of expert professors. Nonetheless, the questionnaires are based on Likert scale.

Validity and reliability of Questionnaires

In order to investigate the validity of the designed questionnaire, the questions were reviewed by a number of expert scholars and professors. In addition, for the purpose of analysis of the internal structure of the inventory and exploration of the constituents of each construct, construct validity of the inventory was tested using the confirmatory factor analysis method (Human, 2008). In order to assure that questions were free from ambiguities and for the purpose of localization of scales, preliminary investigations were made and eventually the reliability of the inventory was approved. In order to do so, we have used the Cronbach's alpha coefficient method in addition to the combined stability coefficient method. In this regard, 30 questionnaires were distributed among the samples of the study and afterwards, the Cronbach's alpha values of the questionnaires were calculated using the SPSS software. The total Cronbach's alpha coefficient was equal to 0.880. This is a value larger than 0.7 and therefore it can be stated that the questionnaire was of a suitable reliability. On the other hand, in order to fully assure the reliability of the inventory, combined stability coefficient was calculated for various constructs of the inventory and it was observed that for all the tested constructs, the value of the former coefficient was in the acceptable range of 0.70-0.95.

Data analysis

After completion of questionnaires by the subjects, the data were coded and then analyzed through the SPSS and LISREL analytic software. Descriptive statistics and the Kolmogorov-Smirnoff test have been used for analysis of data and testing the normality of data distribution. In addition, the Pearson's correlation coefficient test has been used for determination of the relationships between the variables.

Findings

Analysis of descriptive statistics:

The obtained results are shown in the following table:

Table 1: analysis of descriptive findings

variable	Gender		Marriage status		education				Experience				
	Men	Women	Married	Single	M.A and higher	B.A	Associate degree	Diploma	-5 years	5-10	11-15	16-20	+20
Number	241	60	230	71	95	112	62	31	39	53	95	79	95

Analysis of inferential statistics

Kolmogorov-Smirnoff test

While investigating the normality of data distributions, the H0 hypothesis maintains that the data are normally distributed and we test this hypothesis at the error level of 5%. On this basis if the obtained test value was equal to or larger than 0.5, there would be no reason to reject the H0 hypothesis. In other words, it is concluded that the data are normally distributed. The following are the hypotheses of K-S test:

H0: data relating to all variables are distributed normally

H1: data related to the variables are not normally distributed

The one-sample test of K-S tries to compare the observed function of cumulative distribution with the theoretical cumulative distribution function.

Table 2, testing the normality of data relating to psychological empowerment

variables	K-S			Shapiro-Wilk		
	Stat.	DF	Sig.	Stat.	DF	Sig.
Meaningfulness	0.076	300	0.203	0.982	300	0.341
Effectiveness	0.100	300	0.210	0.946	300	0.374
Competence	0.193	300	0.253	0.959	300	0.412
Self-determination	0.083	300	0.241	0.959	300	0.396
Trust	0.122	300	0.208	0.943	300	0.352

Table 3, testing the normality of data relating to OCB

variables	K-S			Shapiro-Wilk		
	Stat.	DF	Sig.	Stat.	DF	Sig.
Conscientiousness	0.186	300	0.212	0.844	300	0.264
Chivalry	0.120	300	0.200	0.820	300	0.297
Altruism	0.185	300	0.109	0.821	300	0.303
Civic Virtue	0.105	300	0.111	0.853	300	0.259
Courtesy	0.1091	300	0.200	0.847	300	0.203

According to the above tables, the data are distributed normally. For making this decision, we refer to the value of the K-S test and if the value was between -1.96 and 1.96, it can be stated with a

95% confidence that the data are distributed normally. In the next step, we can use parametric tests for the analysis of our data since it has been proved that the data have been distributed normally.

Testing Research Hypotheses

1st hypothesis: there exist statistically significant relationships between the dimensions of psychological empowerment and OCB.

Hypothesis 1.1: there is a statistically significant relationship between the dimension of meaningfulness and OCB.

Hypothesis 1.2: there is a statistically significant relationship between the dimension of effectiveness and OCB.

Hypothesis 1.3: there is a statistically significant relationship between the dimension of competence and OCB.

Hypothesis 1.4: there is a statistically significant relationship between the dimension of self-determination and OCB.

Hypothesis 1.5: there is a statistically significant relationship between the dimension of trust and OCB.

Table 4, results of the Pearson’s correlation coefficient test for the association between psychological empowerment and OCB

Indices variables	Dimensions and the overall score of psychological empowerment									
	meaningfulness		effectiveness		competence		S e l f - trust determination		trust	
	C.C	Sig.	C.C	Sig.	C.C	Sig.	C.C	Sig.	C.C	Sig.
OCB	0.39	0.000	0.42	0.000	0.35	0.000	0.36	0.000	0.27	0.000

Findings relating to the relationship/association between the dimensions of psychological empowerment and OCB show that a positive and statistically significant relationship exists between the former and latter. On this basis, the highest association was found between the variables of effectiveness and OCB ($r= 0.42$). On the other hand, the weakest association is seen between the variables of trust and OCB ($r= 0.27$). Considering these results, it can be claimed that once the levels of meaningfulness, effectiveness, competence, self-determination and trust are increased, the level of organizational citizenship behaviors increase accordingly. Hereby it can be stated that the first hypothesis is accepted.

2nd hypothesis: there exist statistically significant relationships between the dimensions of OCB and psychological empowerment.

Hypothesis 2.1: there exists a statistically significant relationship between conscientiousness dimension and psychological empowerment.

Hypothesis 2.2: there exists a statistically significant relationship between chivalry dimension and psychological empowerment.

Hypothesis 2.3: there exists a statistically significant relationship between altruism dimension and psychological empowerment.

Hypothesis 2.4: there exists a statistically significant relationship between civic virtue dimension and psychological empowerment.

Hypothesis 2.5: there exists a statistically significant relationship between courtesy dimension and psychological empowerment.

Table 5, results of the Pearson’s correlation coefficient test for the association between OCB and psychological empowerment

Indices variables	Dimensions and the overall score of OCB									
	conscientiousness		chivalry		altruism		Civic virtue		courtesy	
	C.C	Sig.	C.C	Sig.	C.C	Sig.	C.C	Sig.	C.C	Sig.
P.E	0.47	0.000	0.36	0.000	0.39	0.000	0.28	0.000	0.31	0.000

Findings relating to the relationship/association between the dimensions of OCB and psychological empowerment show that a positive and statistically significant relationship exists between the former and latter. On this basis, the highest association was found between the variables of conscientiousness and psychological empowerment (PE) ($r= 0.47$). On the other hand, the weakest association is seen between the variables of civic virtue and PE ($r= 0.28$). Considering these results, it can be claimed that once the levels of conscientiousness, chivalry, altruism, civic virtue and courtesy are increased, the level of psychological empowerment increases accordingly. Hereby it can be stated that the second hypothesis is accepted.

Discussion and conclusions

The modern banking system is expected to be able to satisfy the current needs of Iranian community proportional to the structure of the markets of Iran. In this way, the banking systems will be able to provide the necessary contexts for the improvement of the speed of growth and supplication of economic welfare of the community as well. One new method among the methods applied for attracting and maintaining the customers is to empower the employees of the organization with OCB. The present study was an effort to investigate the relationship between psychological empowerment and OCB in the Keshavarzi Bank branches located in Tehran.

While investigating the first research hypothesis, it was revealed that there exists a statistically significant and positive relationship between the dimensions of psychological empowerment and organizational citizenship behavior. The results of the present study have shown that organizations that possess employees with high levels of OCB are able to obtain success and suitable performances faster than their counterparts. A sort of job flow must always be kept within every organization so that the employees will notice the jobs that are more compatible with their beliefs and behaviors. In this way, the employees can feel a sense of meaningfulness in their occupation. In addition, a certain attention must be paid to the proportionality between occupations and personalities. By administering one of the several tests that can be found in this context, managers can realize that which organizational positions are better for which employees. In this regard, the employees will also feel a sense of effectiveness. Paying attention to the establishment of an atmosphere beneficial for the full employment of the capabilities and talents of employees so that they are able to understand their competencies better than they ever did before would also be effective. On the other hand, the employees must be incorporated into organizational decision making procedures so that they believe that they can work in an environment that is capable of making changes. The former also results in improvement of self-regulation among employees. Nevertheless, work phases must be determined in a way that employees themselves are in charge of selecting the speed, system and place of their work so that they would have a higher trust in their organization. Nonetheless, by creating a performance evaluation system and making periodic assessments, one can help with the identification of the factors effective on OCB while also being able to improve the OCB of the employees. Results of this research are consistent with the results obtained by Jiang (2012).

While investigating the 2nd research hypothesis, findings indicated that there exists a statistically significant and positive relationship between the dimensions of OCB and PE. Existence of a statistically significant association manifests that once OCB is increased, employees' PE is improved as well. In other words, it can be concluded that in organizations where there is a high level of OCB, employees will have an active participation in the social life of their organization and will show positive behaviors that are extraordinary to their regular tasks. These employees not only make presence in organizational meetings, but also will have active presences in these meetings while providing a better picture of their organization. In addition, the behavior of these employees shows that courtesy is one important components of OCB in a way that they will respect others' rights and privileges and are likely to consult with those parties who would be affected by their decisions. Ultimately, these behaviors also show that conscientiousness is also another important component of OCB in a way that they will have less late comings and whenever they are unable to make presence at work, they are likely to inform the organization in advance. They are also likely to avoid requesting non-necessary vacations. They will make the best use of their time and will also obey the organizational rules even if no one is watching them.

In this regard, the results of previous studies have shown that staff capacity is an important determinant of behaviors and attitudes of employees. OCB includes the individuals' mutual behavioral models and in fact OCB is a set of mutual principles and values that are believed by the employees. On the other hand, organizational values are based on common assumptions that are created by the employees regarding key issues. These assumptions may have direct effects of the adopted decisions and those who lack such common assumptions are prone to leaving the organization voluntarily or by force. This is because they are unable to create the necessary balance. Therefore in order to be able to move towards having more OCB, organizations are recommended to move in this direction step by step. Because the process of OCB is not a one-day process and it cannot be injected into an organization like a new technology; rather it is a continuous and time-consuming process. If both successful and unsuccessful organizations take firm steps towards the establishment of OCB, they will both experience a potentially higher organizational efficiency and this in turn improves the performance of an organization among its counterparts.

Considering the main research hypothesis and approval of the existence of a statistically significant and positive relationship between psychological empowerment of employees and organizational citizenship behavior, organizations must seek solutions for improvement of their capability in empowerment of their employees so that once the internal atmosphere of the organization is prepared, the necessary contexts for the occurrence of effective behaviors such as OCB would be provided. Results of this study are also in consistence with the findings of Jiang (2012).

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