

## The Study of Organizational Citizenship Behavior and its Effects on Improving Empowerment (Study of the Amiralmomentin Hospital in Zabol)

<sup>1</sup>Mohammad Ghasemi and <sup>2</sup>Abdullah Hashemzaee

<sup>1</sup>Department of Management, University of Sistan and Baluchestan, Zahedan, Iran

<sup>2</sup>Department of Management, Islamic Azad University, Zabol Branch, Zabol, Iran

---

**Abstract:** The purpose of this study was to investigate the relationship between psychological empowerment and organizational citizenship behavior. This study is applied in terms of purpose and descriptive-survey based on data collection method. In this study, to collect theoretical and academic background, library studies articles and university journals have been used and to collect statistical data to test research hypotheses, field method and research in statistical population have been used. In this study, to gather information, Psychological Empowerment Questionnaire (PEQ) and organizational citizenship behavior (Padscaf) have been used. For the study population, all Amiralmomentin Hospital employees in Zabol City were used. Morgan used to determine the sample size of which 130 were obtained and distribution of the questionnaires is random. SPSS Software was used to analyze data. Frequency descriptive tests and mean and standard deviation for demographic variables and the main variable is used as well as inferential tests such as pearson correlation and stepwise linear regression was used. Data results indicate that there is a significant relationship between the component of psychological empowerment and staffs' organizational citizenship behavior.

**Key words:** Psychological empowerment, organizational citizenship behavior, hospital, employees

---

### INTRODUCTION

The performance and behavior beyond what is stated officially in job description is expected today. More recently meta-role behavior and organizational citizenship behavior becomes an integral part of performance management and have created a new wave of knowledge of advantageous organizational behavior (Fannie *et al.*, 2011; Markczy and Xin, 2004). Thus, organizations are not able to develop the effectiveness of their collective wisdom without the voluntary willingness of its staff to cooperate. The difference between voluntary and mandatory cooperation is of great importance. In the mandatory mode, staff do their tasks in line with acceptable regulations, rules and standards of an organization and only in compliance with the requirements of an organization. However, in voluntary cooperation, this issue is beyond the mandate and people express their efforts, energy and insight to flourish their abilities in favor of organizations. Typically, in this case, people pass their own interest and put responsibility in the interest of others in priority (Tabarsa *et al.*, 2010). Systematic study of behaviors will lead to improved ability to describe and predict as well as conduct, control and changing the behavior and uncover the relations among behaviors and important facts and provide the

bases for accurately predict behavior (Robbins, 2001). On the other hand, one of the concepts that have been introduced in the organizational development is psychological empowerment. Psychological empowerment begins with changing beliefs, thoughts and attitudes of the employees.

This means that they should come to believe that they have required ability and competence to perform their duties successfully and feel that they have freedom and independence in carrying out their activities, believe that they have the ability to influence and control over the results of their work, feel that they follow significant and valuable pursuing career goals and believe that they are behaved honestly and fairly (Beigini *et al.*, 2010). It was mental empowerment of staff that attracted the attention of management scholars during the last years (Paadsakoff *et al.*, 1990).

Due to the competitive environment and the complex area of organization, organizations are sentenced to a capable labor force in terms of mental aspect, because low power, weak and indifferent labor force are an obstacle to achieving the goals and aspirations of a large organization. Efficient human resources can be major indices of organizations' superiority than other ones. In this sense, the world has come to believe after years of experience that for success and pioneering in the

economic and competitive arena, organizations must have empowered, professional and highly motivated labor force. Morrison points out that competent or capable staff are encouraged and are able to start and to fulfill organizational citizenship behavior. In fact, if organizational citizenship behavior is too emerged, employees must have freedom in how to do their job responsibilities. Empowerment increase a sense of self-efficacy among organizational members and they may compensate by doing organizational citizenship behavior (Ghorbanizadeh and Khaleghinia, 2009). Considering that in recent years many studies examined the relationship between organizational citizenship behavior, commitment, satisfaction, organizational justice and leadership style (Castro *et al.*, 2004; Organ, 1988; Podsakoff *et al.*, 1999). But on the relationship between psychological empowerment and organizational citizenship behavior, little research has been done. Since the results indicate that the managers' neglect of organizational citizenship behavior and its determinants increase productivity, effectiveness and performance of the employees (Castro *et al.*, 2004), the aim of this study was to determine the impact of employee empowerment (significance, competence, self-organization, effectiveness and reliability) on organizational citizenship behavior (altruism, conscientiousness, courtesy and social politeness) in the statistical population of management staff Amirmomenin Hospital in Zabol City.

#### **Literature review**

**Psychological empowerment:** The term "empowerment" in the Compact Oxford Dictionary means power, licensing, provision of power and being capable. In particular, it means giving power and freedom to the people for their control and in organizational sense, changing in the culture and courage in creating and conducting a corporate environment. In other words, empowerment is the design and manufacture of organization so that people both control themselves and ready to accept even more responsibility. Empowerment in clever, confident, honest and assured employees provides conditions that control their working life beyond it and achieve growth to accept more responsibilities in the future. Many definitions of empowerment have been expressed. Most authors agree that the key element enabling the freedom of employees is their job-related activities. Empowering employees means that they can develop all their abilities and knowledge and use them to achieve personal and organizational goals.

**Thomas and wolthause model:** In a valuable research, the researchers identified four dimensions of psychological

empowerment in a conceptual model: impact/sense of effectiveness, competence/self-sufficiency, self determination/determination/selection, meaning significance.

**Impact/sense of effectiveness:** The mean of this impact is whether doing a particular job or task creates work as a whole? The more the employees' belief on this impact, the more motivation they feel. A task with features of effectiveness is that it is considered as a source of influence to achieve functional goals. In other words, one must believe that they can play a main role in the realization of its goals by doing one's career tasks.

The origin of effectiveness: it is the limit in which one can influence strategy, administrative process or the consequences of operational tasks in their jobs instead of following organization. In this case, the person feels he/she has the right to give an opinion regarding organization's futures. Sense of effectiveness in research conducted in the field of "Learned Helplessness" (LH) has been reviewed. Learned helplessness means a perception of lack of influence on the work environment based on his past experiences.

**Sense of competence/self-sufficiency:** For empowerment, people who are entrusted to perform a job should have the skills, knowledge, experience and capacity that is required to move forward with confidence. In other words, competence or self-sufficiency is that one have the skills and abilities necessary to perform its duties successfully. Person with a sense of competence thinks that he/she is capable to achieve high performance requirements in a particular situation.

**Personal decision/determination/right to choose:** Self-determination or "choice" means determining a person's behavior by one's own. Or in other words, it means having a sense of control over their work. According to this model, the more people have opportunities in jobs, how to work and take responsibility for the results of their work, the more they feel empowered. Desi and Ian found that the existence of this feeling among people cause flexibility, creativity, initiative, resilience (quick response) and self-control. In contrast, lack of this feeling causes hurting self-esteem among people (Koneczak *et al.*, 2005).

**Meaning/feeling of meaningfulness:** This dimension depends on the values of job or task related to beliefs, ideas and personal standards. The more a task is consistent with their value system, the stronger belief will be created in doing jobs. There is no feeling of empowerment without a sense of empowerment. In other words, if a person doing a tasks consider his/her job as valuable, that task of job has significant features (Fig. 1).

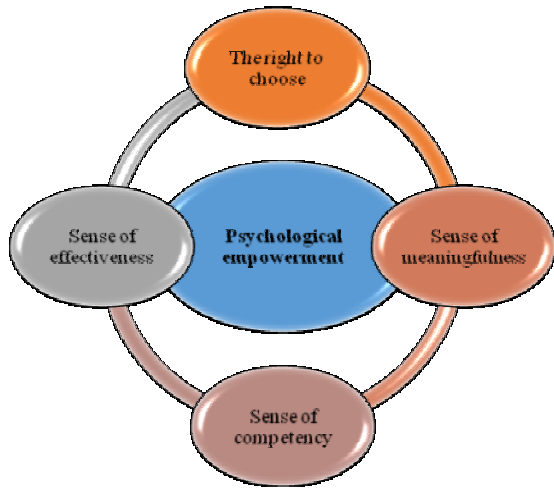


Fig. 1: Empowerment model of thomas and wolthaus

**Organizational citizenship behavior:** The concept first introduced by Batman and organ in the early 1980s to the world of science. However, people like them Katz and Kahn before surveyed it with the distinction between the role performance and innovative and spontaneous behaviors in the seventies and eighties and also before them, people like Chester Barnard by introducing the concept of willingness to cooperate in 1938 reviewed this issue.

Basic research in the field of organizational citizenship behavior was done to identify the responsibilities and behaviors that employees had in organization but it was often overlooked. Despite these behaviors were measured incompletely in traditional evaluation of job performance or even sometimes were neglected but were effective in improving organizational effectiveness (Bienstock *et al.*, 2003). These actions that occur in the workplace are defined as. A set of voluntary behaviors that are not part of the official duties of the individual but despite this fact, it is done by the person and causes an effective improvement of tasks and role of organization.

According to Organ (1988), organizational citizenship behavior is a spontaneous and conscious behavior that is not envisaged directly or explicitly by the formal reward system but generally improve performance. By spontaneous and conscious it means that this behavior is not the need for mandatory role or job description but most of this behavior is a personal choice and is not punitive if it is no done.

Also, the organizational citizenship behavior is defined as behavior that enhances the effectiveness of the organization's objectives by helping the social and psychological environment.

**Research hypotheses:** The main hypothesis: psychological empowerment has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City.

**Sub-hypothesis:**

- Sense of competence has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City
- Sense of meaningfulness has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City
- Sense of effectiveness has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City
- Sense of self-organization has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City
- Sense of trust has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City

**MATERIALS AND METHODS**

This study is an applied, descriptive and survey-based research. In descriptive research, the considered phenomena are described. Additionally, survey is one of subsections in descriptive research for examining distribution of population. In the present study, we attempted to examine relationship between psychological empowerment and organizational citizenship behavior among employees of Zabol's Amiralmomenin Hospital. For description, we analyzed data by using descriptive statistics indicators and then we examined our hypotheses by using inferential statistics indicators (correlation coefficient and regression). As regards theoretical principles and review of literature, we used library archives, study and magazines. For data collection, we distributed questionnaires and examined our population. We used two questionnaires, i.e., Spreitzer's Questionnaire of psychological empowerment and Podsakoff's questionnaire of organizational citizenship behavior and ensured their reliability. Our population consisted of employees in Zabol's Amiralmomenin Hospital (200 members), of which we selected 130 employees by using Morgan Table. We distributed questionnaires randomly because any of

employees might be selected. For data collection, we prepared our questionnaires on the basis of interviews with experts and professors. Then, we distributed them in studied population and analyzed our data by using SPSS Software.

**RESULTS AND DISCUSSION**

**The main hypothesis:** Psychological empowerment has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City (Table 1).

The correlation between the independent variables and the dependent variable is equal to 0.557. Coefficient of determination is 0.310 and the results show that 31% of psychological empowerment changes is concerned to existing organizational citizenship behavior. Because, it does not consider the degree of freedom, so the adjusted coefficient of determination for this purpose is used which in this case is equal to 30.5%. According to the index, the model has necessary efficiency.

**Sub-hypothesis 1:** Sense of competence has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City.

The correlation between the independent variables and the dependent variable is equal to 0.425. Coefficient of determination is 0.180 and the results show that 18% of Sense of competence changes is concerned to existing organizational citizenship behavior. Because it does not consider the degree of freedom, so the adjusted coefficient of determination for this purpose is used which in this case is equal to 17.4%. According to the index, the model has necessary efficiency (Table 2).

**Sub-hypothesis 2:** Sense of meaningfulness has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City (Table 3). The correlation between the independent variables and the dependent variable is equal to 0.463.

Coefficient of determination is 0.215 and the results show that 21.5% of Sense of meaningfulness changes is concerned to existing organizational citizenship behavior. Because it does not consider the degree of freedom, so the adjusted coefficient of determination for this purpose is used which in this case is equal to 20.8%. According to the index, the model has necessary efficiency.

**Sub-hypothesis 3:** Sense of effectiveness has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City (Table 4).

Table 1: The regression model fitness between psychological empowerment and organizational citizenship behavior

Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	SD error	Sig.
0.557	0.310	0.305	0.311	0.000

Table 2: The regression model fitness between sense of competence and organizational citizenship behavior

Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	SD error	Sig.
0.425	0.180	0.174	0.340	0.000

Table 3: The regression model fitness between sense of meaningfulness and organizational citizenship behavior

Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	SD error	Sig.
0.463	0.215	0.208	0.332	0.000

Table 4: The regression model fitness between Sense of effectiveness and organizational citizenship behavior

Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	SD error	Sig.
0.271	0.073	0.066	0.361	0.000

Table 5: The regression model fitness between sense of self-organization and organizational citizenship behavior

Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	SD error	Sig.
0.450	0.203	0.196	0.335	0.000

The correlation between the independent variables and the dependent variable is equal to 0.271. Coefficient of determination is 0.073 and the results show that 7.3% of Sense of effectiveness changes is concerned to existing organizational citizenship behavior. Because it does not consider the degree of freedom, so the adjusted coefficient of determination for this purpose is used which in this case is equal to 6.6 %. According to the index, the model has necessary efficiency

**Sub-hypothesis 4:** Sense of self-organization has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital Zabol City.

The correlation between the independent variables and the dependent variable is equal to 0.450. Coefficient of determination is 0.203 and the results show that 20.3% of Sense of self-organization changes is concerned to existing organizational citizenship behavior. Because it does not consider the degree of freedom, so the adjusted coefficient of determination for this purpose is used which in this case is equal to 19.6%. According to the index, the model has necessary efficiency (Table 5).

Table 6: The regression model fitness between sense of trust and organizational citizenship behavior

Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	SD error	Sig.
0.388	0.151	0.144	0.346	0.000

**Sub-hypothesis 5:** Sense of trust has a significant impact on improving organizational citizenship behavior of management staff of Amiralmomenin Hospital in Zabol City.

The correlation between the independent variables and the dependent variable is equal to 0.388. Coefficient of determination is 0.151 and the results show that 15.1% of Sense of trust changes is concerned to existing organizational citizenship behavior. Because it does not consider the degree of freedom, so the adjusted coefficient of determination for this purpose is used which in this case is equal to 14.4%. According to the index, the model has necessary efficiency (Table 6).

### CONCLUSION

In connection with the main hypothesis and more research sub-hypotheses and their relationships, the above results are consistent with the findings of the researchers such as Rabyatval and August, Gilbert, Najafi, Ismail, Khalesi and Bagheri. Esmaeli stated in their study that there is no significant relationship between self-organization and organizational citizenship behavior which these findings are not consistent with results of this study. Vinipren found in his study that teachers who participate in educational decision making process increases organizational citizenship behavior and their meta-role expectations. Soumech and Bougler reported that the more the level of ability in each of its dimensions, the more organizational citizenship behavior. Also, the findings of this study is consistent with the results of Chow and Johnson that the OCB has a positive and significant relationship with organizational commitment. However, Wang, Jiang and Soucheng reported that there is a positive significant relationship between organizational commitment and staffs' empowerment. This means that if the rate of employee empowerment is high, one's organizational commitment will be at a high level and high organizational commitment will follow more organizational citizenship behavior. In general, results of this study is consistent with the results done by Farhangi, Zare and Moghimi. Frahangi and colleagues in their study concluded that there is a significant positive relationship between the elements of spirituality in the workplace (work with meaning, sense of solidarity and unity of values) and organizational citizenship behavior.

Zare in his research concluded that psychological empowerment of employees is significantly associated with organizational entrepreneurship. Multiple regression analysis showed that among the components of staff's empowerment, components of sense of meaningfulness, self-organizational and effectiveness is significant in predicting organizational citizenship behavior and up to about 0.36 staff's organizational citizenship behavior can be predicted from empowering them. This finding is consistent with results of the research done by Soumech. He stated that teachers who have a good sense of meaningfulness and effectiveness have better organizational citizenship behavior. Also, Soumech and Bougler in their research concluded that components of sense of meaningfulness, participation in decision-making and dignity (support and respect from others) is significant in predicting organizational citizenship behavior. Given the results of this study, it is suggested that to increase and improve organizational citizenship behavior of employees in the hospital that is an important factor for improving the performance and organizational effectiveness, managers should use empowerment techniques, for they have the ability and skills needed to successfully perform their work in the process of recruitment and selection of employees to their ability to pay attention and rely on the ability of employees.

### RECOMMENDATIONS

It is recommended that managers involve employees in organizational decisions and avoid prejudice and discriminatory in decisions consider these issues in organizations. Redefining the expectations of empowerment, modification or elimination of rewards and recognition of discrimination, emphasizing the common goals, creating expectations for mutual response, focusing on the criteria and rewards to create the value of collaboration, systematic thinking education and skills of collaboration as well as defining new skills based on value creation.

Based on the results of research on the relationship between psychological empowerment and organizational citizenship behavior, it is suggested that managers meet the needs of their employees by job enrichment and shift. This inculcates the feelings of value in working, purposefulness and meaningfulness. When jobs are not challenging and meaningful and staff are faced with role ambiguity, role conflict and role overlap, their self-sufficiency belief is decreased.

Looking at the relationship between psychological competencies and organizational citizenship behavior in research, It is recommended that managers pay attention to the ability, opinions and having the right to choose to create this aspect of staffs' empowerment.

And on the system of remuneration and job design, it must be based on the merits. If managers do not provide rewards for employees, or when the rewards are not based on the employees' competency, sense of ability among employees will be nurtured.

#### REFERENCES

- Beigini, A., A. Sardari and H. Najarinejad, 2010. The effect employees' cognitive empowerment on enhancing factors of human resources efficiency. *Public Manage. Perspective*, 3: 79-102.
- Bienstock, C.C., C.W. DeMoranville and R.K. Smith, 2003. Organizational citizenship behavior and service quality. *J. Serv. Market.*, 17: 357-378.
- Castro, C.B., E.M. Armario and D.M. Ruiz, 2004. The influence of employee organizational citizenship behavior on customer loyalty. *Int. J. Serv. Ind. Manage.*, 15: 27-53.
- Fannie, A.A., G. Mohammadi, A. Azar and S. Fathi, 2011. Studying the pattern of the relationship between stress and organizational citizenship behavior with meta-analysis approach. *Public Manage. Res.*, 4: 29-52.
- Ghorbanizadeh and S. Khaleghinia, 2009. The role of tacit knowledge transfer in empowering employees. *J. Hum. Resour. Manage. Univ. Imam Hussein*, 2: 85-105.
- Konczak, L., D.J. Stelly and M.L. Trasty, 2005. Defining and measuring empowerment lead behaviors. *Dev. Upward Feedback Instrument Educ. Psychol. Measur.*, 6: 300-313.
- Markoczy, L. and K. Xin, 2004. *The Virtues of Omission in Organizational Citizenship Behavior*. University of California, USA.
- Organ, D., 1988. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books, Lexington, MA., ISBN: 9780669117882, Pages: 132.
- Podsakoff, P.M., S.B. MacKenzie, R.H. Moorman and R. Fetter, 1990. Transformational leader behaviors and their effects on followers' trust in leader, satisfaction and organizational citizenship behaviors. *Leadership Quarterly*, 1: 107-142.
- Robbins, A., 2001. *Management of Organizational Behavior: Treatment Behavior*. Vol. 2, Cultural Research Bureau, USA.
- Tabarsa, G., M. Hadizadeh and A. Keshtegar, 2010. Providing a model to explain the factors affecting organizational citizenship behavior. *Public Manage. Outlook*, 1: 101-114.