

Fostering Organizational Citizenship Behavior (OCB) Through Human Resources Empowerment (HRE)

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This research attempts to build a model to present an approach for achieving organizational citizenship behavior (OCB) through human resource empowerment (HRE). Process procedures used in building this model were: 1) Preparation of individuals and management; 2) Requirements for empowerment process and utilization of five principles from Deming Principles; 3) Three dimensions of HRE process and their symbolic aspects; 4) OCB dimensions in their innate forms and their enforcement during these procedures; 5) Instrumental factors in creating OCB and outcome of HRE in one procedure; 6) OCB symbolism; and 7) consequences of OCB. The results of this study showed that eight factors out of eleven (73 percents of factors) that make up OCB and consequences of HRE are analogous indicating the fundamental relationship of HRE with OCB.

Field of Research: Human Resource Management, Organizational Development

1. Introduction

Human, the yet undiscovered being, and the most complex creature of all, has always been an attractive subject for study in order to uncover a tiny part of this vast ocean of wonders. Management science has made numerous attempts during the last few decades to discover and make use of the unknown aspects of human beings by applying different techniques. The rapid progression of changes as well as the scarcity of resources present a never ending challenge. Those who are familiar with the objectives, directions, and tools will have the advantage over the other. Human beings are considered the nucleus in basic principals of organization (hardware, software, and brainware). They are the directors and cerebrum of the aggregate that continuously show their role and effect. Empowering this nucleus (human) shall easily produce competitive advantage in today's world that sets no boundary for competition. Life in today's society requires special approaches that were not probably the focus of attention in the past. Technologic advancements in recent decades not only have reduced the path to reach objectives but also require specific mechanisms. Simplistic criteria and measurements used in the past can no longer evaluate an

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organization or predict its future. The changes in organizational inputs (they have turned more complex) have transformed activity processes. Consequently, the outcomes are observable, quantitative and comparable to the extent beyond what was possible in the past. We have tried in this study to draw a summary from the volume of research in the field of human resources empowerment and show the fundamental role of human resources empowerment in organizational citizenship behavior (as a preferred representative of social behaviors) using simplification and a modeling approach that includes relationships between the factors and elements.

2. Literature Review

2.1- Organizational Citizenship Behavior Concepts

Organizational citizen is a person who exhibits discretionary behaviors beyond its role, duties and official job description. An organizational citizen is not seeking rewards from the organization for his discretionary behaviors. In fact, his behavior roots in his job devotion on the belief that his discretionary behavior will be helpful organization progress. Therefore, he makes additional attempts for improvement and advancement of the organization.

Earlier researches in OCB were mostly conducted to identify employees' responsibilities and/or behaviors in organization that were often overlooked. Although the measurements of these behaviors were incomplete in traditional job performance evaluations and even sometimes were overlooked, but they were helpful in improving organizational effectiveness (Bienstock, Demoranville, Smith, 2003). Organizational citizenship behavior is a personal and volunteer behavior that is not mentioned directly in official rewards system of an organization. However, it contributes to effectiveness and efficiency in an organization (Appelbaum and et al.,2004). A collection of volunteer and non-obligatory behavior that is not defined in the official employee job descriptions but contribute to effective improvement of duties and roles in an organization (Cohen & Kol,2004). These definitions emphasize on three main characteristics of citizenship behavior. The behavior should: 1) be voluntary (they are not pre-defined obligations and are not included in official job descriptions), 2) be beneficial to organization and 3) be multi-dimensional. A good organizational citizen not only should be aware of current issues of an organization but also should express an opinion about them and actively participate in solving organizational problems (Organ, 1998).

This set of behaviors is not explicitly and directly mentioned in official rewards system of an organization but it contributes to effectiveness of organizational operations (Moorman,& Blakely,1995). This background identifies two main approaches related to the definition of OCB.

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2.1.1-Intra-role and Extra-role Behavior

Earlier researchers defined organizational citizenship behavior (OCB) without regard to intra-role performance. They stressed that OCB should be considered as an extra-role behavior. This assumption emphasizes the fact that for a factor, as an important determinant activity, to be considered as an OCB activity depends on how wide employees interpret (define) the scope of their job responsibilities (Morrison, 1994).

An applied theory follows this argument: the definition of OCB is reflective of the understanding of employees from the scope of their job responsibilities. A number of studies confirmed this theory. They proved that the boundary is not well defined - it varies from employee to employee. The behavior also changes from employees to supervisors within intra-role and extra-role. Consequently, this approach is in conflict with what researchers mainly conceptualize as OCB.

Some other researches describe differences in behavior from one hand and OCB conceptualization from the other and try to find relationship between them. For example, Organ believes that there is a critical difference between these two types of activity; are these behaviors rewarded; and, are they punishable in case of omission. OCB and related activities should be understood independent of official reward system as OCB is considered a behavior that is not rewarded by the organization (Organ, 1998; Williams, & Anderson, 1991).

2.1.2- Positive Behaviors in Organization

Another approach considers OCB independent of job performance. Using this approach makes differentiation between intra-role and extra-role performances unnecessary. This approach considers OCB as a general concept that includes all employees' positive and constructive behaviors within an organization along with their complete and responsible contributions (Moorman, & Blakely, 1995). Graham classifies organizational citizenship behavior and believes that these behaviors are reflective of the salary an organization is paying to an employee. In this context, organizational citizenship rights include employment equality, employee evaluation, and attending to employee complains (Graham, 1991).

When employees realize that they have organizational citizenship rights, they are most likely to show citizenship behavior (obligatory type). On the other hand, the organizational social rights - including equal treatments of employees for salary and benefit increases, and social status - have similar influence on employees' behavior. When employees believe that they have organizational social rights, they show loyalty to organization and express citizenship behavior (loyalty type). When employees observe that their policy rights are respected in the organization and they are allowed to participate in decision making in organizational policy formulation, they show citizenship behavior (participatory type) (Bienstock, Demoranville, Smith, 2003).

Citizenship behavior is generally a valuable and beneficial behavior that employees exhibit voluntary and on their own. Based on these definitions, an

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individual as an organizational citizen is expected to contribute more than what is required of his role and beyond his official responsibilities towards organizational objectives. In other word, OCB structure is looking out to identify, manage and evaluate extra-role behavior of employees in an organization. These behaviors improve organizational effectiveness (Bienstock, Demoranville, Smith, 2003).

2.1.3- Dimensions of Citizenship Behavior

There are different views and opinions about OCB dimensions. Studies made by Podsakoff showed that about 30 different organizational citizenship behaviors can be identified. These behaviors overlap in many ways. After summarization and categorization of different views, he defined seven major behaviors that are as follows: (Katz, 1964; Graham, 1989; Cohen & Kol, 2004)

- Helping behaviors;
- Sportsmanship;
- Organizational loyalty
- Organizational obedience;
- Self development;
- Civil virtue;
- Individual initiative.

2.1.4- Creating Factors of Organizational Citizenship Behavior

Factors mentioned to be instrumental in establishing organizational citizenship behavior are: job satisfaction, organizational commitment, organizational identity, organizational fairness, trust, leadership types, leader-follower relationship, organizational performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social capital, etc (Mackenzie, Podsakoff, & Fetter1993)

2.1.5- Types of Organizational Citizenship Behavior

- **Organizational obedience:** The term refers to those behaviors that are identified to be necessary and desirable. These behaviors are acceptable within reasonable arrangements and requirements. Indicators of organizational obedience are behaviors such as respecting organizational regulations, conducting job duties completely and performing responsibilities with consideration for organizational resources.
- **Organizational loyalty:** Organizational loyalty is different from loyalty to oneself, other people, organizational units and divisions. This behavior represents employee contribution for benefit, support and defense of organization.
- **Organizational participation:** This concept represents employee involvement in organization including attending meetings, sharing opinions and being aware of current organizational issues (Organ, 1998).

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2.1.6- Actualization Benefits of Organizational Citizenship Behavior

Resulting benefits from organizational citizenship behavior that can be instrumental in organizational success are as follows:

- Increased efficiency of management and employees;
- Releasing organizational resources that can be used for more productive purposes;
- Reduced needs to allocate scarce resources for functions that only maintain the status quo;
- Helping coordinating activities within and outside work groups;
- Increased organizational ability to attract and keep efficient employees;
- Increased stability of organizational performance;
- Improved effectiveness and efficiency of organizational performance (Organ,1990 ;1998; Ryan, 2002).

2.2- Human Resource Empowerment Concepts

The first time empowerment was used in history was back in 1788 when empowerment was defined as the authorization vested in an individual or included in his role in an organization. Empowerment to denote individual's willingness to accept responsibility was a term officially used for the first time to represent *accountability*. (Iranian foundation for human resource empowerment, 2008) Grove refers to the meanings of empowerment as expressed in dictionary, which include vested legal rights, vested authorities, delegation and vesting power. Gands conceptualized empowering together with delegation of decision making to employees. Empowerment literature has seen many changes. Lee finally defined empowerment as a ground for extended communication, criticism, small group activities through increased knowledge, skills, and motivation. He points out that permission to act beyond sharing, division and refining experiences, thoughts, observation and dialogue is the main element of empowerment. (Iranian foundation for human resource empowerment, 2008)

2.2.1-Techniques and Tools to Establish Empowerment in Organizations

In order to empower employees in an organization it is necessary to create appropriate foundation in organizational environment. In organizations that effective factors in empowerment are implemented completely and correctly, we can be assured that human resources are best utilized and, consequently, that organization will have the highest efficiency.

These techniques include:

- **Implementing suggestion system in organization;**
- **Establishing quality centers;**
- **Creating work groups** (One of management responsibility is to create effective work groups. Establishment and development of group elements in work environment are essential. Both managers and employees should

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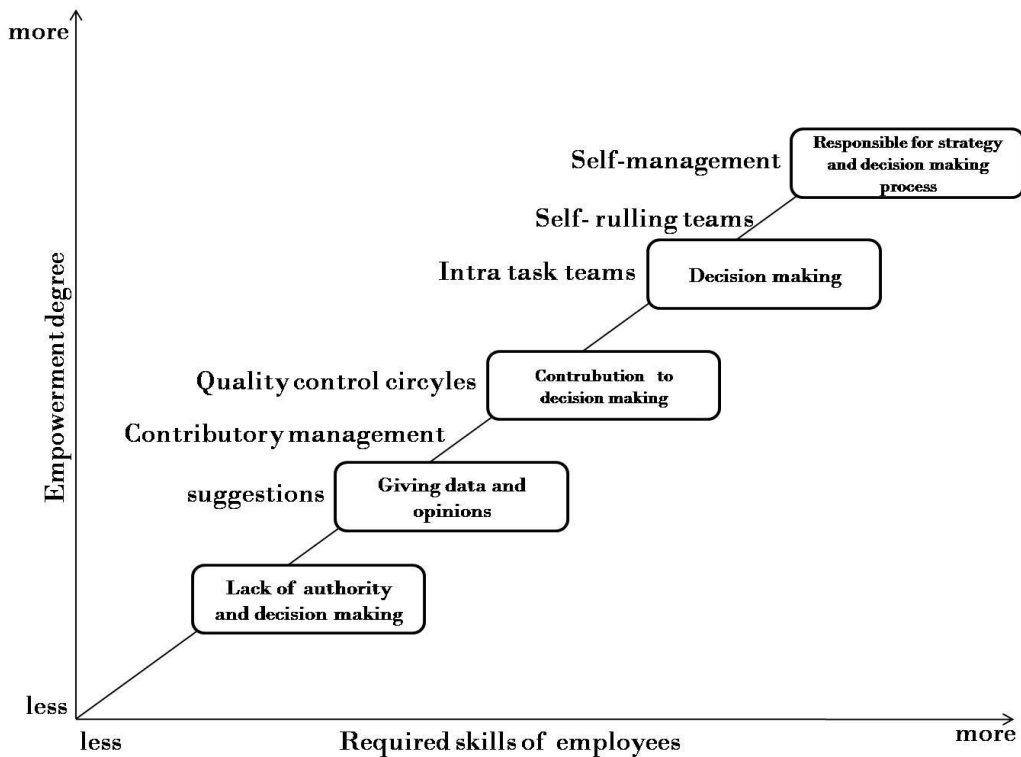
cooperate and participate in these efforts including respect, obedience, control, decision making, responsibility and skills).

- **Creation and utilization of appropriate performance evaluation system and selection of top employees for a designated period;**
- **Creation of a motivating environment** (any strategy that leads to extended rights to define work activities and increased self-adequacy among employees will bring about employee empowerment. On the contrary, any strategy that weakens these two motivations shall promote the feelings of powerlessness and ineffectiveness among employees.);

Job enrichment (it is necessary to have adequate information about jobs in order to enrich them. This can be obtained through job analysis.) (Iranian foundation for human resource empowerment, 2008)

Different methods of empowerment can be depicted in the following chart:

Diagram 1- the continuum of various methods of empowerment [Daft and Neo, 2001]



2.2.2- Individual Background for Empowerment Process

- **Skills, competence and capability:** Skill and experience in the selected field and profession are principal foundation for empowerment. This is to say that we cannot implement empowerment process for new employees that lack experience until such time that they have developed a capacity to accept responsibility.
- **Skills for special process:** The most important skills for empowerment process include negotiation skills especially with authorities, oppositions and competitors.

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- **Improvement of discretionary behaviors:** Individuals who have participative and supportive behavior can maximize contributions by team members. Creating competition and value for individuals are two of the factors that increase team cooperation.
- **Communication skills:** These skills include speaking and listening skills. Empowerment can only be established in a team when members listen carefully to what others have to say and are able to express their opinions (Moghimi, 2006)

2.2.3- Fundamental Principals of Empowerment

- **Mental capacity:** Mental capacity denotes the ability to see the positive and beauty. This ability enhances human mental capacities for learning and innovation;
- **Building trust:** Trust is a primary feeling that one can experience. Trust is the building block for empowerment and leadership. Trust means you treat people the same way you would like them to treat you;
- **Authorization:** There should be a balance between employee responsibility and authorization. Knowledgeable employees usually make effective decisions in a progressive organization. Authorization serves as a strong motivator when it is combined with trust because employees do their best in their jobs as they feel responsible. When employees are entrusted and held accountable, they will try to make better and more accurate decisions;
- **Creating motivation for leadership:** Organization management is responsible to maintain close relationships between employees, with other companies and the world through communication networks. Employees have great need for this information. In progressive companies, every individual considers himself a valuable member of the group. Management should show their performance by evaluating their contributions rather than showing off their own power to others;
- **Bidirectional communication:** Empowered employees would like to act as receiver and transmitter of opinions of others to higher echelon in an organization. They would like to play this role especially in major decision-makings;
- **Creative and innovative environment:** Jobs are not inherently creative. There are opportunities for creativity in different layers of some jobs. Are employees the real means for creativity? There is a direct relationship between capability, creativity and success of employees within work environment. Leaders should endeavor to improve work environment. Because employees become creative when their environment encourages that;
- **Profession and professional empowerment:** all professionals are interested in advancing and learning new subjects. Additional experiences improve personal objectives and credibility in various conditions in an organization. In an information age, information and knowledge can protect an organization in a competitive environment. Therefore, it is of vital

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importance to pay attention to continuous education. Management should place the same importance for education that they place for work. To maintain high levels of motivation we have to create work environment that enables people to extend their personal experiences;

- **Resource procurement:** Making appropriate resources available to enables employees to do their jobs in the best way possible. On the other hand, if employees are to accept additional responsibilities in an empowered environment, it is necessary to make required resources available to them. Without availability of needed resources, adding credibility to empowerment and transforming it into a real concept becomes only an empty and useless slogan and promise. When resources are available along with empowerment, employees will show better performance compared to others who lack those resources;
- **Persuasion and encouragement:** Reward good performance. Different and repeated studies show that monetary rewards are not the best means for compensating people to do their jobs well. These studies indicate that money is not a great motivator for professionals who seek personal growth and progress. There are many ways to reward employees and show them appreciation. Recognition can be accomplished by presenting them a letter of appreciation or commemoration in internal newsletter. Empowerment should be backed up by employee rewards. Monetary rewards are still considered as a potent motivator. Building an empowerment pyramid for a division or an organization will prepare future leaders in an organization (Iranian foundation for human resource empowerment, 2008).

2.2.4- Requirements for Employee Empowerment Process

- **Clarity of objectives, responsibilities and authorities in an organization:** Employees should have complete knowledge of their job descriptions and responsibilities, organization mission and objectives, operational procedures and processes.
- **Employee job enrichment and advancement:** Organizations should take the efforts to update employees' technical and professional information and enrich their job descriptions. Organizations should also utilize job rotation for successor training (Scarpello & Ledvinka, 2006)
- **Organizational mentality and membership:** Organizations should respect their employees and try to help them solve their personal problems. Management should create a suitable environment to promote creativity and innovation by employee. Top management should ensure that employees are willing to perform their assigned job responsibilities.
- **Trust, association and honesty:** Organizations should create a positive and friendly environment and increase the trust between management and employees.
- **Recognition, appreciation, persuasion and encouragement:** Employees' salaries and benefits should be proportionate with their job responsibilities. Organizations should provide appropriate employee

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welfare. Employee job advancement should be based on their competence.

- **Participation and group activity:** Applying employee suggestions and ideas in decision-making, employee cooperation for continuous improvement and advancement of organizational operations, employee delegation at different levels, employee participation by making suggestions for better performing job duties and employee control of accomplished tasks can all be considered as employee participation and group activity in order to increase employee empowerment in an organization (Miceal, 2005).
- **Communication:** Easy access of employees to managers and supervisors, clarity of work relationships among managers, supervisors and employees, employee information about organizational tasks as they relate to their jobs.
- **Work environment:** Job safety and security, opportunities for job advancement, as well as reduction of tensions and work pressures.
- **Process planning, management and improvement:** clarity of work and information circulation in organization, documentation of work procedures, periodic reviews, improvement and simplification of work procedures are all effective in process and work procedures optimization.
- **Job information, knowledge and skill:** Existence of facilities to develop job skills, opportunities for effective and efficient training, technical and professional information related to positions in the organization. Empowerment takes place when employees have appropriate training, job related information are provided to them, all necessary tools are available to them, employees are completely involved in their work, participate in decision-making and receive sufficient rewards for good results (Fulop & Linstead, 2003).

2.2.5- Application of Deming's Principles

Five out of fourteen Deming's principles are directly applicable to empowerment concept: internalization of training (number six), leadership and learning (number seven), believing in creativity (number eight), promotion of work force reduction (number ten), and encouragement of all for self-empowerment (number thirteen) (Iranian foundation for human resource empowerment, 2008).

2.2.6-Empowerment Process

Empowerment is not an obligation and it is not the end of an activity. It is a becoming process and it should be considered as part of organizational culture. Empowerment process can be best described in three procedures:

- **Sharing information:** Information should be easily available to employees. Information access can make employees self-confident and knowledgeable about current situation in the company. It also strengthens trust and consensus. If employees lack sufficient information, they will be unable to make right decisions. Employee access to information creates feelings of

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affiliation, improves performance, and makes them accept responsibility. Information is the lifeblood of empowerment. When there is lack of information, employees feel confused and are unable to decide what to do. It is wrong to believe that making information available to the employees weakens management role. Employees can identify decision-making boundaries when they have access to information. They can adapt their activities within permitted frameworks. This will expand the employee knowledge base.

- **Work independence or self-determination:** These factors increase employee job skills. Work independence should be within a defined framework to avoid wasting energy. Factors that determine activity boundaries are as follows:
 - **Organization mission or philosophy:** What are the objectives of the company establishment and operations?
 - **Values:** What are the organizational values?
 - **Perspective:** What is the perspective for the future?
 - **Objectives:** What are the objectives? When, where and how they will be reached?
 - **Roles:** Who is going to do what job? What organizational structure shall be required to do that job? How this job can be supported? (a lot of managers usually are afraid of delegation. They believe that delegation endangers the most important aspect of organizational survival, which is drawing income and making profit. This is true when decision-making is delegated to incompetent employees.)(Iranian foundation for human resource empowerment, 2008).

- **Replacing traditional hierarchical structure with work groups:** Knowledge and skills are utilized and employee motivations are increased. Self-managed groups include employees that have complete responsibility over an activity or production from the beginning to the end. The responsibilities are divided among group members. These groups are able to learn necessary skills through training programs and feel less dependent on managers and supervisors while doing their jobs. Self-managed groups do not interfere with each other unless it is a step toward empowerment. Top management should believe in supporting the work groups.

The performance of participating work groups is so noticeable that it is difficult to point out who is the leader. These groups are able to do such jobs that are traditionally performed by managers. Therefore, these groups can be replaced for traditional hierarchical structure in an organization.

All three procedures of empowerment complement each other. However, it is also possible under certain conditions that one of them to be preferred over the others. Empowered employees rely on themselves when they do their jobs and have lower needs for supervision. In case of a problem, they take responsibility to solve it. They have freedom of action and accept responsibility and

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accountability for their actions. All members of the group attempt to resolve any mistakes, as quickly as possible. Instead of blaming the responsible person, they use the opportunity to learn and gain experience from mistakes. They believe that mistakes can bring about progress, growth and useful experience to the group. Organizations that have experienced empowerment process have different roles for managers and supervisors compared to those that have not experienced the same. The roles of managers have changed in these organizations and some of their authorities and power have been delegated to employees. Managers have roles of being a mentor and setting objectives. They spend most of their time on correction of behavior, employee guidance, removal of obstacles and formulation of objectives. Managers believe that their power is vested in empowered employees. Therefore, managers make utmost attempts in empowering themselves and their employees. Empowerment does not mean mere delegation of authorities to employees. Rather, it causes employees to improve performance through learning, gaining skills and high motivation. Empowerment process is a value that extends from top management all the way to the lowest echelon in an organization. Empowerment means giving power to people: to improve their self-confidence, to overcome their shortcomings, to create job excitement, and to promote inner motivation for doing their jobs. Human resources empowerment means increasing knowledge, skill and motivation among employees for achieving organizational objectives. Empowerment is a modern and effective technique for increasing organizational efficiency through utilization of employee abilities. Employees have hidden power based on their knowledge, skill and motivation and empowerment releases this hidden power. This technique will provide potential capacities to exploit human abilities that are not utilized completely and suggests a method to balance management control and employee freedom of action in a suitable environment. Employees can do their jobs well when they have knowledge, skills and motivation and they are familiar with organizational objectives. The tool that helps management is empowerment process (Iranian foundation for human resource empowerment, 2008). Management style used for empowered employees is different from the style used for other employees. It is based on guidance and coaching. Empowerment is a new approach for survival of progressive organizations in a competitive environment. Any program based on human resources empowerment can lead to efficiency, which is followed by more production, better services, attracting more customers and ultimately increased market share. We can define empowerment as a means to create additional capacities in employees for optimum performance of their roles along with higher efficiency and effectiveness. By this definition, empowerment is an interactive and dependent process that can bring about organizational development through decision-making, setting strategies, suggesting appropriate solutions for critical situations, ability to play new roles, possibility to provide innovative plans and coordination between management and employees (Iranian foundation for human resource empowerment, 2008).

2.2.7-Advantages of Empowerment

- Higher employee, customer, client satisfaction;
- Positive feelings among employees about themselves and their jobs;
- Utilizing employee capabilities and competence to increase their performance;
- Increased feelings of commitment and attachment among employees;
- Achieving organizational objectives with ease;
- Increased feelings of job ownership among employees;
- Reduced wastage and costs;
- Lowered direct supervision on employee performance;
- Lowered job tension, accidents, and incidents;
- Change of attitude among employees from having to wanting;
- Better communication between management and employees (Iranian foundation for human resource empowerment, 2008).

3. Methodology and Research Design

Achieving scientific objectives or understanding and analyzing scientific subjects are only possible if it is done in an organizational setting using appropriate methodology. Research methods, as a guide, are divided based on objectives, methodology and data collection approaches that are used to achieve research objectives (Khaki, 2004)

The present study is an applied research because of its objectives and because it uses principals and techniques formulated for basic research to solve operational and real issues in an organization. This research is descriptive for the method it uses - it describes and interprets whatever that exists. It takes into account the existing conditions and relationships, prevalent thoughts, current processes, observable effects or progressive trends. Its outmost focus is on present, although it often reviews past events and effects related to the existing conditions. Library research was the base of data collection for this study (secondary data).

This study had limited funds and time like other research activities. Due to extended studies in the subject of human resources empowerment at international level, it was difficult to summarize different researchers points of view related to basic concepts and their applications.

At this stage of research, the presented model was to be considered for research purpose only. Because field study was not conducted for this research, proposal for pilot study (experimental) and extended study was not prepared.

4. Discussion of Findings

Procedures for Building the Model

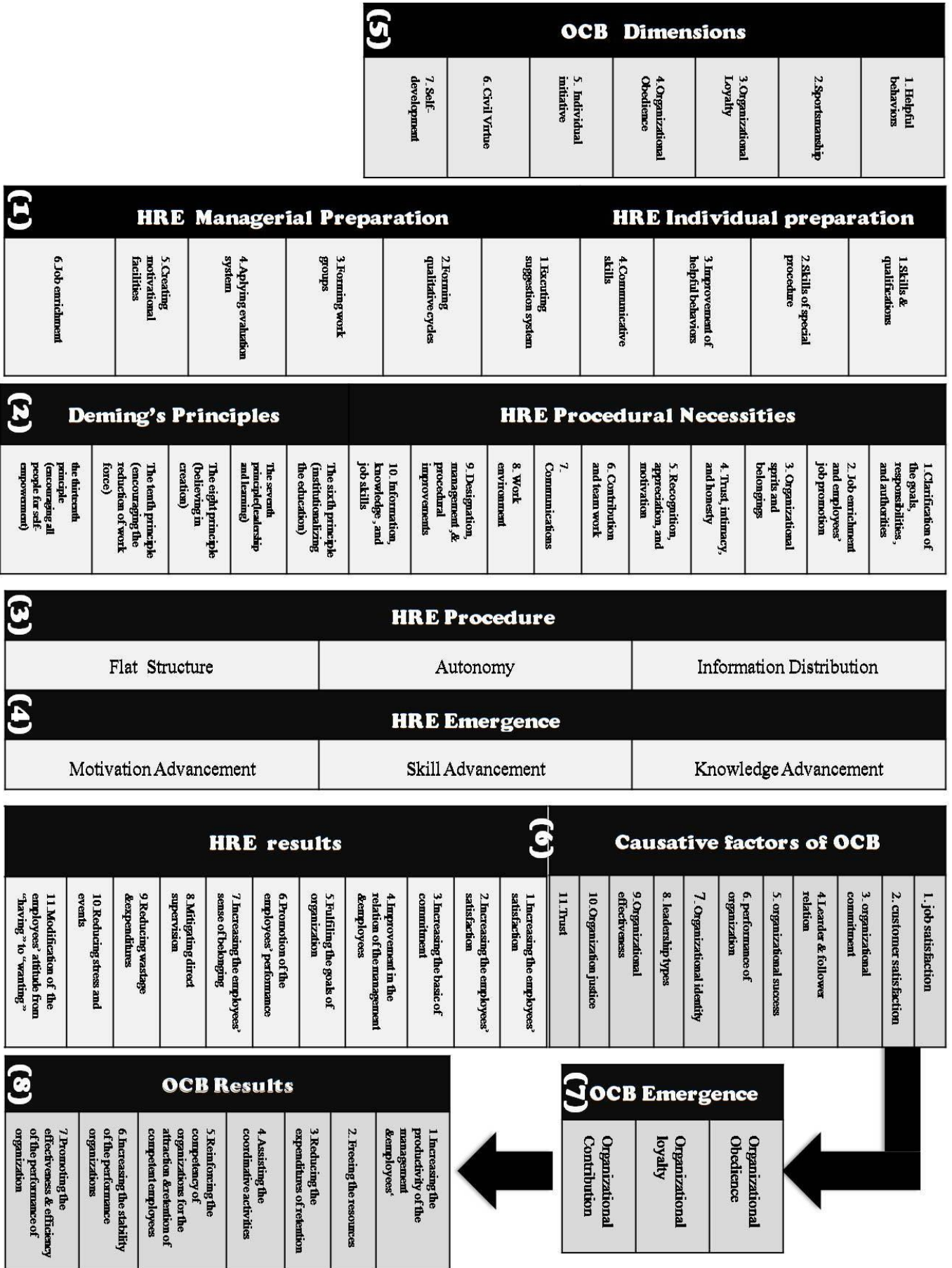
- 1- Human resources empowerment start with individual (four characteristics: skill, competence, special process skills, discretionary behavior improvement and communication skills) and management preparation (six characteristics: implementing suggestion system, establishing quality centers, creating work groups, utilization of evaluation system, creating motivating possibilities, Job enrichment).
- 2- Empowerment process requirements (ten characteristics: clarity of objectives, responsibilities and authorities; employee job enrichment and advancement; organizational mentality and membership; trust, association and honesty; recognition, appreciation, persuasion and encouragement; participation and group activity; communication; work environment; process planning, management and improvement; job information, knowledge and skill) and utilizing some of Deming's principals (four principals: leadership and learning; believing in creativity; promotion of work force reduction; encouragement of all for self-empowerment) are essential for empowerment operational process in organization.
- 3- Empowerment process can be implemented by three procedures: sharing information; employee independence or self-determination; replacing traditional hierarchical structure with flat structure.
- 4- Benefits drawn from three procedures of empowerment process manifest themselves in completely distinct ways (sharing information leads to increased knowledge; self-determination leads to higher skill levels, and flat structure leads to increased motivation among employees)
- 5- When employee empowerment becomes apparent, (employees become empowered) dimensions of organizational citizenship behavior (seven features: helping behavior, devotion, organizational royalty, organizational obedience, individual initiative, civil virtue, and self development) that presumably and naturally exist in every person find opportunity to emerge and flourish. That is to say, all followed procedures manifest themselves as empowering features.
- 6- A key point shapes at this point. Eight out of eleven factors (73 percent) that develop into organizational citizenship behavior and results of human resource empowerment are one by one analogous. Consequently, we can deduce that most of these factors overlap. (job satisfaction with increased employee satisfaction, customer satisfaction with increased customer good will, organizational commitment with increased feelings of commitment, leader-follower relationship with improved employee-management communication, organizational success with achieving organizational objectives, organizational performance with increased employee performance, organizational identity with increased feelings of ownership by employees, types of leadership with reduced direct supervision)
- 7- In this step, employees show organizational citizenship behavior in form of obedience, loyalty and participation (separately or together). In other words,

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individual talent (OCB dimensions) actualizes given right environment and empowerment process that provides elements of OCB.

- 8- Benefits of organizational citizenship resulting from all changes that have taken place at different levels in an organization can be observed, measured and evaluated in seven dimensions: increased efficiency of management and organization, releasing organizational resources, Reduced maintenance cost, helping coordinating activities, increased organizational ability to attract and keep efficient employees, increased stability of organizational performance, improved effectiveness and efficiency of organizational performance.

Diagram 2: The model of accessing organizational citizenship behavior(OCB) through human resource empowerment (HRE)



5. Conclusion

- 1- Human being as the main building block of organizations should be considered as an investment (and not expense).
- 2- Higher human resources empowerment should lead organization closer to achieving its operational objectives.
- 3- The results from HRE have key role in OCB factors. Overlapping of eight (73 percent) out of eleven factors and their one on one analogy are indicative of close relationship between two concepts.
- 4- All building elements of HRE and its operational procedures prepare the groundwork and empower human actualization in an organization. OCB is the platform where these innate features manifest themselves.

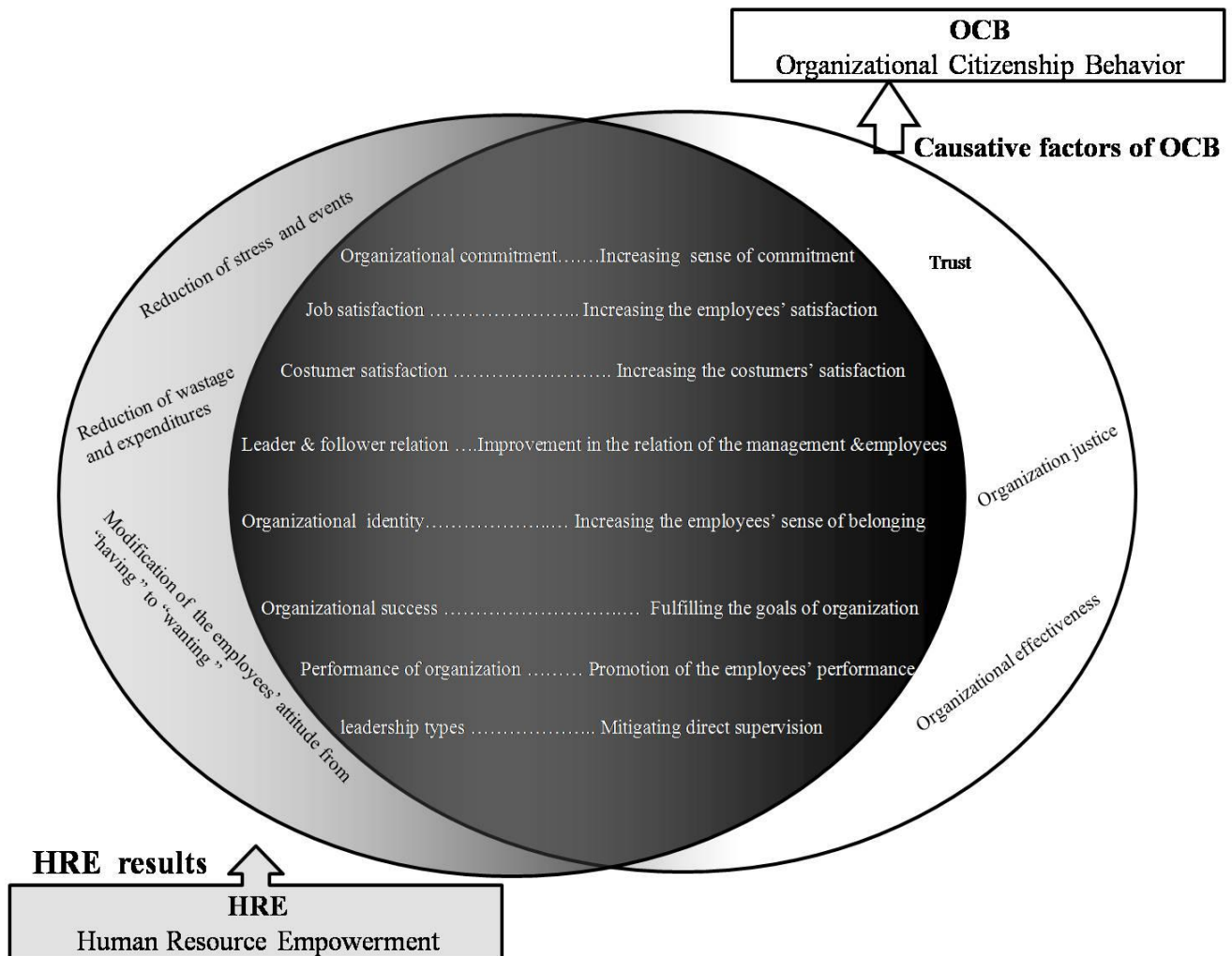


Diagram 3: General image of the model of accessing organizational citizenship behavior(OCB) through human resource empowerment (HRE) [overlapping the causative factors of OCB and HRE results]

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