The Effect of Human Resource Empowerment on Organizational Citizenship Behavior (OCB) (Case Study: Employees of Tabriz Oil Company)

Hanieh Eskandari[1*], Yahya dadashkarimi[2]
[1*]MA of governmental Management, Human resources tendency, Bonab
Islamic Azad University, Bonab, Iran.
[2]Supervisor of governmental Management, Human resources tendency, Bonab
Islamic Azad University, Bonab, Iran.

Abstract: The purpose of this study was to investigate the effect of human resource empowerment on OCB. The population of this research was 130 employees of Tabriz Oil Company and a sample of 97 people were selected based on Cochran Formula. Data were collected by empowerment questionnaire and citizenship behavior questionnaire. Kolmogorov-Smirnov test was used to test the normality of the data, Pearson test to find R, and regression analysis to test the hypotheses. The results showed that intellectual abilities, physical abilities, communication, knowledge, skills and motivation have a positive effect on citizenship behavior. In the next step, Friedman test was used to determine the impact and priority of dimensions of the independent variable of empowerment, and the dimensions of knowledge, skill, communication, physical abilities, motivation, and mental power, respectively had the most impact on the dependent variable, the organizational citizen of Tabriz Oil Company employees. Finally, according to the findings of the research, suggestions have been made to empower human resources to improve citizenship behavior by employees.

Keywords: empowerment, citizenship behavior, ranking effective factors

INTRODUCTION

In management, the history of the use of the term empowerment dates back to the establishment of democratic system and the involvement of employees in decision-making of the organization under various titles, team-making, cooperation and comprehensive quality management. The last changes made on this subject was adopting the name "Empowerment of employees," so it can be stated that empowerment is not a new concept. This concept is mentioned in many different ways throughout the new scientific resources of management. Rapid environmental changes threaten the lives of many organizations, and the global economy is pushed forward through regional economic pressures. New media, information technology, global consumer cultures, and the emergence of global standards are effective environmental changes that exist in today's organizations. Therefore, the organizations' ability to adapt to environmental changes, and thus their survival, is effective. Therefore, empowerment should be considered as the most important issue for the organization, and it seems that this fact leads to the organization's flexibility in relation to internal changes (Mazhibabadi Farahani, 2004).

In order to achieve sustainable success, our organizations need to change and improve in different areas, among which human resources play a more important and key role because the cause of any kind of change and improvements in every sphere are individuals. For this reason, human resources are at the core of

achieving organizational goals. Nevertheless, which human resources can play this role? Naturally, the answer to this question is capable human resources i.e. those who have the knowledge, skills, and motivation to solve organizational problems in the direction of their goals (Rezayan, 2003).

Thus, development studies emphasize the role of human resources in development, and empowerment of human resource is considered a fundamental strategy for the development of nations.

In this regard, the Foundation for the Empowerment of Human Resources of Iran, as a non-profit and non-governmental organization, is attempting, based on the human resources empowerment model, to develop new approaches to problem solving by enhancing the capabilities of human resources (knowledge, skills and motivation) and systematic development in the country (Zahedi, 2000).

Attention to human resources in organizations in recent years has accounted for a great deal of time and capital of leading organizations. Smart managers now believe that as they invest in the development and promotion of human resources, they ensure the success, efficiency, and competitive advantage of their organization. It is claimed that the most effective way to gain competitive advantage in the present situation, due to dramatic changes, is to make human resources more efficient and empowered (Robbins, 2008).

In this paper, we have tried to investigate the factors that influence human resource utilization in organizations such as intellectual abilities, physical abilities, skill, knowledge and motivation. The results show that these five factors lead to the development and empowerment of human resources and are a major factor in the development and survival of organizations, especially in competitive markets (Abtahi, 2006).

However, what is the other variable, OCB? Initial research on OCB(OCB) was more to identify the responsibilities or behaviors that employees had in the organization that were often ignored. These behaviors, while inadequately measured or even neglected in traditional occupational performance evaluations, were effective in improving organizational effectiveness.

Batman and the Oregan first introduced the concept of OCB to the world of science in the early 1980s. Initial research on OCB was more likely to identify the responsibilities or behaviors that employees had in the organization but were often overlooked. These behaviors, although were inadequately measured or even neglected in the initial assessments of occupational performance, were effective in improving organizational effectiveness. The actions that occur at workplace are defined as:

"A collection of voluntary and optional behaviors that is not part of the formal duties of an individual but are nonetheless carried out by him and effectively improve the functions and roles of the organization" (Apple Baum et al., 2004; 19).

Oregan also believes that OCB is an individual and voluntary behavior that is not directly designed by the official reward system in the organization, but increases the effectiveness and efficiency of the organization.

Regarding the discussed issues, it seems that having a strategy for this definition of citizenship behaviors and its implications in each organization and then implementing this strategy with the levers mentioned can lead organizations to push employees to promote OCB coupled with normal tasks (Soltani, 2004).

Regarding the status of the organization and the need to apply citizenship behaviors that coordinate the organization with environmental changes and determine their fate, empowering human resources is a fundamental requirement. We should seek to identify the most effective form of OCB. In the meantime, empowering human resources among other variables is the best way in this direction.

In human resource empowerment, the goal is not just to achieve a good result in one-step, but to consider a series of choices so that a good overall result is obtained from them. For this reason, in this study, considering the need for empowerment of human resources and its impact on OCBs, for the organization's progression, we examine the relationship between these two variables.

To what extent has human resource empowerment been effective in OCB of the staff of the National Oil Products Distribution Company of East Azerbaijan? In other words, is there a significant difference in the OCB of the staff of the National Oil Products Distribution Company of East Azerbaijan before and after human resources empowerment?

Empowering the community is a dynamic and inclusive process. The main goal of the empowerment process is to create appropriate changes in all dimensions and aspects of life of individuals, families, groups and social classes. In fact, one can surely say that one of the pivotal prerequisites in formation and evolution of sustainable development processes is the existence of policies, programs, and multidimensional interventions to empower individuals, groups, and communities to engage them actively in the realization of long-term and intermediate-term economic, social and economic, and cultural developmental goals (Mazid Abadi, 2004).

From the perspective of health promotion, empowerment has different types, stages, and orientations. The success of empowerment projects, which has been documented in global, regional, national, and even local experiences, is largely linked to social, cultural, political, as well as individual psychological and social values. It is essentially the first major strategy in the formulation, design, and implementation of training empowerment programs. In the process of education, information and messages are transmitted and exchanged, and given the fact that in the present age, information is the source of power and in fact, the power itself, then the broad reach of the public to the information is a key step in the empowerment process.

Distribution and dissemination of information mean creating the potential for learning and promoting the levels of awareness, knowledge, techniques and communication skills among social groups. This basic stage is the beginning of the state of consciousness and the mental readiness of the people to play their historical role, improve the status quo, and build a world free of poverty, backwardness, violence, inequality and discrimination with their own abilities (Abtahi, 2006). In this section, the factors that can contribute to empowerment of human resources are:

1) Intellectual abilities: intellectual abilities and mental capabilities are what one needs for intellectual work. Type of occupation determines the level of intellectual abilities of the individual. In general, as employees gain a higher rank or post in the hierarchy of administrations, they must have a higher level of verbal ability and level of intelligence, so that they can do that work successfully (Robbins, 1999).

2) Physical Ability: this is the fit between physical and body strength of a person with tasks related to each occupation including physical resistance, height, weight, health, eye sight, smell and hearing. In some cases, the type of work is such that requires high physical ability, etc. (Mir Sepasi, 2002) and requires the management of the organization to bring people to a job that has high physical and physical abilities.

3) Knowledge: Knowledge steps are composed of three elements of data, information and awareness. Data is a set of facts and affairs on a phenomenon. Information includes organization, categorization, and classification of data in meaningful patterns, and awareness is the information that has been combined with experience, interpretation, and reflection, and makes possible the right action. Knowledge is a fluid mixture of new experiences, values, and information. Knowledge in organizations emerges not only in the form of evidence and knowledge reserves, but also in work procedures, organizational processes, practices, and norms. Knowledge is formed of information and information forms data. The transformation of information into knowledge in practice is the duty of human (Baigzadeh and Suri, 2006).

4) Skill: Skill includes all the basic abilities that make the task work in the specified conditions (Mirspasi, 2002; 113).

5) Motivation: The issue of employee motivation in each hypothetical organization, as a tool for achieving the goals of that organization, has always occupied the minds of managers, from top managers to executive executives. The continuous activity of managers is to achieve the goals of organizations, and this is possible through motivating employees (Human Resources Empowerment Foundation of Iran, 2008), and OCB management is as follows:

Oregan believes that OCB is an individual and voluntary behavior that is not directly designed by the official reward system of the organization, but increases the effectiveness and efficiency of the organization. Types of citizenship behavior in the organization are as follows:

1. Organization's obedience: This term describes the behaviors that are recognized as necessary and desirable and are accepted in a reasonable structure of order and regulation. Organizational obedience indicators

include behaviors such as respect for organizational rules, conducting tasks in full, and doing responsibilities with regard to organizational resources.

2. Organizational loyalty: This loyalty to the organization differs from self-loyalty, loyalty to others, and organizational units and departments, and reflects the level of employee's sacrifice for organizational interests and the protection and defense of the organization.

3. Organizational partnership: This word emerges with involvement in directing organization, including participation in meetings, sharing of ideas with others, and awareness of current issues of the organization. In addition, the research background is as follows:

- (Baqer Salimi, 2013) recent studies by scholars suggest that current attitudes toward organizational and management theories are within the culture, especially the national culture, among which the role of the national culture and its necessity in empowerment can be mentioned. Considering that Iran is one of the countries whose cultural bases are different from the cultural backgrounds of the countries where this theory originated from, the importance of such a study is doubled. In this paper, with the aim of understanding the effective cultural assumptions affecting empowerment and capacitance of influence and the presence of ideas related to empowerment in Iran, we first make a comparative study of the models of measuring the dimensions of national culture. Then it is discussed how we can predict the ability of employees in our nation's national culture by using the dimensions studied. Finally, the necessity of developing a native model for empowerment in Iran is considered.

- (Talebian andVafaei, 2010) since human resources are the most valuable factor in production and the main source of competitive advantage and creating the basic capabilities of any organization, one of the most effective ways to achieve competitive advantage in the current situation is to make employees of organizations more efficient. What is important in the development of human resources is that improving human resources is not achieved solely through technical and specialized training, but it has to develop personnel training in various ways, and this is not possible except with the implementation of strategic plans in the realm of human resources management. Coherence in human resource development programs requires the development of employee empowerment programs, and human resource management plays an important role in integrating and merging these programs to provide a suitable model for empowering employees. In order to achieve this goal and to help researchers and managers in the field of human resources, this paper attempts to present a comprehensive model of empowerment of employees, in addition to examining empowerment patterns.

- (Burpit and Beacons, 1997) this research deals with the relationship between empowerment, leadership style and customer service as a criterion for efficient project management with varying degrees of virtuality. In this research, empowerment conditions are compared in less virtual and more virtual projects. We test our hypothesis by collecting data from project management experts working in five countries, using linear regression and modified regression analysis to explain proposed hypotheses. The results prove that empowerment conditions have a significant impact on task-orientation, democracy, and customer service, and in more virtual projects, this is higher than in less virtual projects, so lead to the effective management of the virtual project. In addition, we found that is moderates the virtuality of the relationship between empowerment and democracy. With this research, significant implications are obtained for leadership behaviors and project implementation in the project management project environment.

- (Hardy and Liba Sullivan, 1998) Employee empowerment theory and research lacks a coherent model that can combine the multiple levels of activity and complex relationships that distinguish the empowerment process. The proposed model presented in this paper outlines the empowerment process from intervention design to employee future behaviors. The psychoanalysis of the empowerment process has been introduced as a reflection of the interaction between the local workplace and each employee within a broader organizational context. We argue that the definitions presented in this article could be used to integrate and merge empowerment research. The relationship between organizational texture, local working environment,

intervention in receptions and attitudes, and specific components of psychological empowerment are suggested. The role of specific differences in these relationships is described as well. Finally, we will discuss the results for researchers and managers.

The objectives of the organization are as follows: Explaining, identifying, and determining the relationship between empowerment of human resources and OCB of Tabriz Oil Company employees.

1. Explaining, identifying and determining the relationship between intellectual abilities and employees' OCB in Tabriz Oil Company

2. Explaining, identifying and determining the relationship between physical abilities and employees' OCB in Tabriz Oil Company

3. Explaining, identifying and determining the relationship between communications and employees' OCB in Tabriz Oil Company

4. Explaining, identifying and determining the relationship between knowledge and employees' OCB in Tabriz Oil Company

5. Explaining, identifying and determining the relationship between skills and employees' OCB in Tabriz Oil Company

6. Explaining, identifying and determining the relationship between motivation and employees' OCB in Tabriz Oil Company

Methodology

The population of the study is 130 people. The sample size is 97 people by Cochran formula. In this study, we have used probabilistic sampling (simple random) or convenient sampling. In probabilistic sampling, members of the community have the chances or probabilities of being known to be sampled, and therefore, the sample selection process is facilitated, which is randomly selected and studied.

To select the sample size, we used Cochran formula that is used to determine sample size in limited communities. The sample size based on this formula was 97 people. Sampling method is simple random.

$$n = \frac{\left[N \times (Z\,\alpha_{/_2})^2 \times p \times q\right]}{\left[e^2(N-1) + (Z\alpha_{/_2})^2 \times p \times q\right]} = 97$$

To collect information in this research, we used two library methods to collect qualitative information and to compile research literature. For this purpose, a variety of written information including books, articles, the Internet, etc. has been studied. Moreover, we used field method in which two empowerment questionnaires consisting of 40 questions and a citizenship behavior questionnaire (36 questions) were used.

Research hypotheses:

Main hypothesis: there is a relationship between human resource empowerment and OCB of Tabriz Oil Company employees.

1. There is a relationship between intellectual ability and OCB of employees at Tabriz Oil Company.

2 There is a relationship between physical ability and OCB of employees at Tabriz Oil Company.

3. There is a relationship between communications and OCB of employees at Tabriz Oil Company.

4. There is a relationship between knowledge and OCB of employees at Tabriz Oil Company.

5. There is a relationship between skills and OCB of employees at Tabriz Oil Company.

6. There is a relationship between intellectual motivation and OCB of employees at Tabriz Oil Company.

Inferential analysis of statistical data (statistical test of research hypotheses)

Investigating the normality of the Data

One can evaluate the normality of data using Kolmogorov-Smirnov test. We performed this test for all data as well as individual variables, the results of which are shown in Table 1. This test is carried out at a confidence level of 95%, that is, our significance level is $\propto = 0.05$.

In this test, we have two following hypotheses:

H0: Data do not follow normal distribution.
H1: Data follow normal distribution.
If the obtained p-value (sig of the table) is greater than ∝=0.05, we will have the normality of the data; otherwise, we will doubt the normality of the data.

Table 1: The results of normality test related to the research variables

Variables	Frequency	Kolmogorov-Smirnov statistics	P value	Outcome (normal / non-normal distribution)
Empowerment	97	0.802	0.817	Normal
Physical ability	97	0.682	0.7000	Normal
Intellectual abilities	97	0.539	0.558	Normal
Communications	97	0.091	0.103	Normal
Knowledge	97	0.423	0.442	Normal
Skill	97	0.473	0.493	Normal
Motivation	97	0.322	0.340	Normal
Organizational Citizenship	97	0.750	0.766	Normal

According to the results obtained from Table 3, the obtained significant level (p) is greater than the significance level of 0.05. Therefore, the assumption of the normality of the data is accepted and parametric methods can be used to examine the hypotheses of these variables, and we use Pearson's r test.

Final table of testing hypotheses:

Table 2: Final table of testing hypotheses

Row	hypothesis	Subject	R	sig
1	Empowerment	The Effect of Strategic Decision Making of Top Managers on Employees' Organizational Performance	0.539	Normal
2	Physical ability	The Effect of Leadership Decision Making of Top Managers on Employees' Organizational Performance	0.252	Normal
3	Intellectual abilities	The Effect of Top Managers Strategic Decision Making on Employees' Organizational Performance	0.523	Normal
4	Communications	The Effect of Scientific Decision Making of Top Managers on Employees' Organizational Performance	0.467	Normal
5	Knowledge	The Effect of Risk-Taking Decision Making of Top Managers on Employees' Organizational Performance	0.368	Normal
6	Skill	The Effect of Optimal Decision Making of Top Managers on Employees' Organizational	0.284	Normal

		Performance		
7	Motivation	The Effect of Participatory Decision Making of Top Managers on Employees' Organizational Performance	0.385	Normal

Prioritizing Six Dimensions Effective on Human Resource Empowerment in Tabriz Oil Company

The results of Friedman test related to the six dimensions affecting human resource empowerment in Tabriz Oil Company are presented in Table 3.

Table 3: Friedman test results related to the six dimensions of human resources empowerment in Tabriz Oil Company

Description	Value
Frequency	97
Degree of freedom	5
Sig.	0.000

Row	Factors	Average rating
1	Knowledge	4.16
2	Skill	3.63
3	Communications	3.48
4	Physical ability	3.43
5	Motivation	3.42
6	Intellectual ability	2.87

As seen in Table 3, because the level of significance of the Friedman test is less than 0.05, there is a significant difference between the impacts of each of the six dimensions affecting human resource empowerment in Tabriz Oil Company. Therefore, from the six dimensions, knowledge has the highest and intellectual ability has the least effect on OCB in Tabriz Oil Company.

Conclusion and Discussion:

In the present study, it has been shown that the intellectual ability, physical activity, communication, knowledge, skill and motivation each have a positive effect on employee's citizenship behavior.

Awareness of the results of this research can be useful for employees, managers and organizations. The majority of employees are inclined to improve the citizenship behavior in the organization. Therefore, managers need to be aware of the empowerment dimensions of employees, and their citizenship behavior should be tailored to the organization with the characteristics of empowerment. In this case, people will have more job satisfaction. Managers of organizations can identify potential employees for higher positions by evaluating and adopting applied decisions by reviewing their personality traits and providing other staff with appropriate programs to meet their career needs. In this case, the employees' job requirements are balanced according to their internal characteristics and organization's needs for effective performance, and organizations benefit from greater productivity and more effective citizenship behavior.

Employee empowerment can affect many organizational factors, and conducting many studies seems necessary in this field because knowing the results of these studies can be a source of solving many problems for employees, managers and organizations.

Practical suggestions

Suggestions in line with the results of the first hypothesis

It is suggested that, in order to improve OCB, as much as possible, strengthen the verbal understanding of employees, increase the speed of their perceptions, and also work on their memory and deductive reasoning, in order to strengthen their ability to improve citizenship behavior.

Suggestions in line with the results of the second hypothesis

It is suggested that, to improve the OCB, as much as possible, the muscular strength of the relevant staff be increased. For some activities related to the organization that require physical strength, employees' endurance, balance, speed, and move should be strengthened.

Suggestions in line with the results of the third hypothesis

It is suggested that, in order to improve OCB, it should be strived to strengthen any verbal, non-verbal, visual, written and historical communication as well as human communication of the staff to any organization.

Suggestions in line with the results of the fourth hypothesis

It is suggested that, in order to improve OCB, as much as possible, we use the experiences of the older employees, up-to-date experts' knowledge, and maintain useful information and the values in the organization.

Suggestions in line with the results of the fifth hypothesis

It is suggested that, to improve OCB, employees should have the ability to think highly. If necessary, timely and appropriate decisions should be made, staff must be trained and the organization must have effective leadership.

Suggestions in line with the results of the sixth hypothesis

It is suggested that, in order to improve OCB, employees should be aware of the meaningfulness of the activities performed, each worker should be responsible for the activities undertaken by him / herself, be aware of the results of his / her work, and the feedback on the work done in the organization is also very important. In order to improve OCB, employee familiarity with the identity of the job is also required.

Proposal for future researchers

1. It is suggested that some studies be conducted on the impact of employees' empowerment on productivity such as organizational commitment, motivation, employee participation, leadership style of managers.

2. It is suggested that some studies be conducted on the effect of citizenship behavior on factors such as productivity, organizational commitment, motivation, employee participation, and leadership style of managers.

3. It is suggested that this research be done in other organizations and with larger population and sample.

4. It is suggested that the present study be carried out using other empowerment theories.

5. It is suggested that this research be examined in neighboring organizations and be compared with existing research.

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