

Relationship between Organizational Citizenship Behaviour and Empowerment among Extension Experts

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ABSTRACT

Research on Organizational Citizenship Behaviour (OCB) has received a great deal of attention from researchers with the belief that empowerment in the organizations play a key role in the overall efficiency of the experts. The aim of this study was to determine relationship between organizational citizenship behaviour and empowerment. The methodological approach of this study was descriptive- correlative. The research population consisted of 177 extension experts, which was selected using randomized sampling method (n= 117). Validity of the instrument was established by a panel of experts consisting of senior faculty members and research committee advisors. Reliability analysis was conducted by using and Cronbach Alpha formula and result was 0.88. Necessary data was collected through Podsakoff questionnaire for organizational citizenship behavior. Empowerment questionnaire was self-made. The independent variables were dimensions of organizational citizenship behaviour (altruism, courtesy, sportsmanship, conscientiousness, and civic virtue). Dependent variable was empowerment. The results showed that 0.9, 66.6, and 32.5% of experts had, respectively, low, moderate, and high empowerment. Also, altruism, courtesy, conscientiousness, and civic virtue had positive significant relationship with empowerment. The results of the multiple regression analysis (stepwise method) revealed that courtesy and conscientiousness explained 41.2% of the variations in the experts' empowerment.

Keywords: Descriptive-correlative research, Podsakoff questionnaire, Self-made questionnaire.

INTRODUCTION

The concept of organizational citizenship behaviour has been widely studied during the last 20 years and its importance is growing. In fact, citizenship behaviour of employees overcome their role requirements, and is beneficial for the organization. It is also defined as an inevitable necessity for an organization's efficient performance (Hodson, 2006). This definition was first introduced by Batman and Organ in the early 1980s. Organ believes that organizational citizenship behaviour is a personal and voluntary behaviour which is not directly designed by formal reward systems but enhances the

efficiency and effectiveness of the organization. In fact, three main characteristics of citizenship behaviour are: (1) It is voluntary, i.e. it should not be predefined and it should not be a part of an individual's formal tasks, (2) It has organizational advantages, and (3) It is a multidimensional entity (Podsakoff and Mackenzie, 1997).

According to this definition, it is expected that a person should perform more than his/her role as a citizen and functions in an organization. In other words, the structure of organizational citizenship behaviour is looking for identification, governance, and evaluation of employees' multifunction behaviors in the organization and its effect

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on improving organizational efficiency (Korkmaz and Arpaci, 2009). Organizations cannot develop their efficiency without their employees' voluntary tendency. In addition to this behavior, in today's modern world, voluntary participation in efficient administration of strategic decisions is necessary (Rivkin and Siggelkow, 2003). Organizations, especially the ones in developing countries—which require a jump for enhancing efficiency—must prepare the setting for their employees and managers to gain experience, ability, and capacity for advancing the organizational objective. This would not be possible unless the factors of developing organizational citizenship behaviour are identified and the necessary settings for implementing such kind of behaviors are prepared. In fact, organizational citizenship behaviour includes voluntary behaviour of the staff, which is not part of their formal functions, and is not directly considered by the formal reward system of the organization, but enhances the efficiency of the organization (Korkmaz and Arpaci, 2009). The effect of the organizational citizenship behaviour on job satisfaction should not be ignored, as there is a direct relation between job satisfaction and performance of employees. In other words, people who are more satisfied will perform better. Generally, job satisfaction improves individual efficiency and commitment toward the organization. It also improves the physical and mental health of the staff, increases their morale, and makes them learn new skills. Organizational citizenship behaviour creates a sense of trust between the managers and the staff and plays a key role. This is because management is a mental and physical process, in which the manager or the leader works by controlling formal and informal functions of the organization. In fact, the fate of an organization is determined by its leadership quality (Jonson, 2010).

In a study on the relationship between job and organizational factors and organizational citizenship behaviour by faculty members, it was concluded that the

organizational atmosphere had the most significant influence on organizational citizenship behavior, followed by job satisfaction and burnout (Jamali *et al.*, 2009). In a research investigating organizational justice and the effect of organizational health on organizational citizenship behavior, it was concluded that there was a positive relationship between organizational justice and organizational citizenship behavior. Accordingly, more positive images of organizational justice in an employee's mind result in more organizational citizenship behavior. There is also a positive relationship between organizational justice and citizenship behaviour through organizational health personality. It means that the organization with a healthy personality creates a positive image in the minds of the employees (Zekiani, 2008).

A research was conducted on the effects of supervision factors on job satisfaction of the auditors and also their intention to continue their cooperation. The results of the study show that the main dimensions of the supervision factors include the supervisors' proper relationship with the auditors and preparing proper job conditions. The third dimension is that true job division has a positive relationship with the auditors' job satisfaction and their intention to continue cooperation with the auditing institutions. Also, the auditors of private institutions have a higher rate of satisfaction with these three factors and, so, they have a higher rate of job satisfaction (Davanipour, 2007).

Thurstona and Glendon (2018) concluded that organizational identification had positive significant relationship with empowerment. Also, high empowerment and positive supervisor safety practices predicted higher safety participation.

Chan and Lai (2017) showed that organizational citizenship behaviors were influenced by communication satisfaction and perceived justice. Communication satisfaction is a mediator between perceived justice and organizational citizenship behaviors. Perceived justice is not a

mediator between communication satisfaction and organizational citizenship behaviors. This finding points to the need for enhancing communication practices and creating a fair working environment in order to encourage discretionary behaviors. Theoretical and practical implications are discussed along with the limitations.

Cheasakul and Varma (2016) show that there are relationships between empowerment (status, professional growth, self-efficacy, decision making, impact, and autonomy) with the organizational citizenship behaviour of teachers.

In fact, Runhaar *et al.* (2013) in their study concluded that a teacher's organizational citizenship behaviour was at a proper level and job commitment, independence, and member-leader interaction had a meaningful and positive relationship with organizational citizenship behavior.

Aksel *et al.* (2013), investigating teachers' understanding of organizational citizenship behaviour and mental empowerment, concluded that mental empowerment determines 32.5 percent of teachers' organizational citizenship behaviour changes.

Zhang and Chen (2013) concluded that 469 of the supervisors had a fair organizational citizenship behaviour response. In addition, organizational identity had a positive and meaningful relationship with organizational citizenship behavior. Jang and George (2012) conducted a research on the effect of understanding organizational support and mental empowerment on job performance, in which organizational citizenship behaviour was considered an intermediary factor. This study investigated the way that hotel staff understood organizational support, mental empowerment, organizational citizenship behavior, and organizational performance. It also dealt with the causative relationship among these variables. A total of 513 hotel staffers participated in this study. The results showed that understanding organizational support and mental empowerment as well as organizational citizenship behaviour had a

positive effect on job performance. Organizational citizenship performance acts as an intermediary variable between organizational understanding and job performance as well as between mental empowerment and job performance.

Chiang and Hsieh (2012) indicated that perceived organizational support and empowerment both positively affected organizational citizenship behavior. Perceived organizational support did not positively influence job performance. Empowerment and organizational citizenship behaviour positively influenced job performance. Organizational behaviour acted as a partial mediator between perceived organizational support and job performance, as well as between empowerment and job performance.

Zeinabadi and Salehi (2011) studied the procedural justice, trust, job satisfaction, and organizational commitments in teachers' organizational citizenship behavior. Data of the research had been collected through a questionnaire. The most important finding of the research was that procedural justice helped promote organizational citizenship behaviour in two ways. Firstly, by influencing teachers' trust, and, secondly, by influencing organizational citizenship behaviour through job satisfaction and organizational commitment.

Mckenzie (2011) in a study on the relationship between trust dimension and organizational citizenship behaviour concluded that trust is the best indicator of organizational citizenship behavior. Nadiri and Tanova (2010) investigated the effect of justice on tendency to change the position, job satisfaction, and organizational citizenship behaviour in the hospitality industry. In this research, 208 staff members and managers completed the questionnaire. The findings showed that objectivity on personal results might have more effect on the tendency to change the position, job satisfaction, and organizational citizenship behavior, provided companies' tendencies are fair and just. In addition, the findings showed that, although improvement in job

satisfaction might be related to organizational citizenship behavior, organizational justice is a key factor, with a stronger effect on the citizenship behaviour and job satisfaction.

Judge *et al.* (2010) studied the relationship between payment and job satisfaction. The results of the correlation analysis between payment level and job satisfaction showed a slight relationship between payment level and job satisfaction. Zeinabadi (2010), in his research, gathered data using questionnaires and the results showed that job satisfaction was a dominant variable which directly affected citizenship behaviour and through commitment intermediary.

Han *et al.* (2009) conducted a comparative study on empowerment, job satisfaction, and organizational commitment among part-time and full-time nurses. The sample included 416 nurses in 19 hospitals. The findings showed that, in general, full-time nurses had higher job satisfaction levels, organizational commitment, and ability compared to part-time nurses.

Harris *et al.* (2009) studied direct and interactive effects of empowerment and interactive leadership on job satisfaction. This study investigated the mediatory effects of empowerment on the relationship between leadership quality and leader-

member interaction and its consequences, such as job satisfaction and tendency to move. The results provide evidence supporting mediatory effect of empowerment between leader-member and job consequences.

Pearson correlations and multiple regression analyses indicated that teachers' perceptions of their level of empowerment are significantly related to their feelings of commitment to the organization and to the profession, and to their organizational citizenship behavior. Among the six subscales of empowerment, professional growth, status, and self-efficacy were significant predictors of organizational and professional commitment, while decision-making, self-efficacy, and status were significant predictors of organizational citizenship behavior. Practical implications of the study are discussed in relation to teachers, principals, and policy-makers (Bogler and Somech, 2004).

Based on the path model (Figure 1), the following hypotheses were generated for testing:

- There is significant relationship between altruism and empowerment;
- There is significant relationship between courtesy and empowerment;

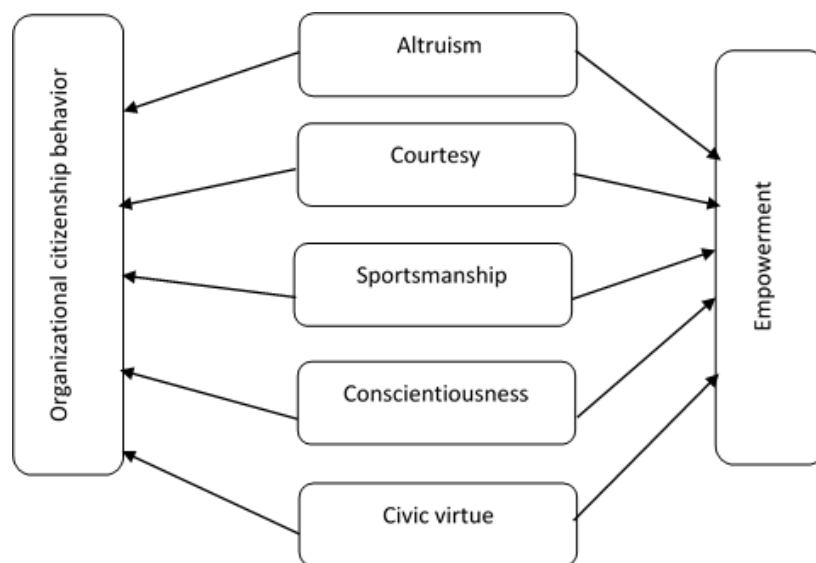


Figure 1. Theoretical framework of research.

- There is significant relationship between sportsmanship and empowerment;
- There is significant relationship between conscientiousness and empowerment,
- There is significant relationship between civic virtue and empowerment.

MATERIALS AND METHODS

This research was applied in relation to the objective, since the results can be employed by programmers and policy makers. In order to reach precise and reliable data, we used a quantitative method. Since this research simply investigates conditions that existed and defines them, and as there is no possibility to control or manipulate the variables, it is descriptive. Furthermore, because it investigates and analyzes the relations between independent and dependent variables, it is correctional. The population of the study included 177 extension experts in Iran. In this study, stratified sampling method was applied and the population was sampled using the Cochran formula ($n=117$) (Equation 1).

$$n = \frac{N(ts)^2}{Nd^2 + (ts)^2} \quad (1)$$

In Equation (1), N includes all extension experts ($N=177$), t represents the t student at confidence level of 95 percent or 5 percent error ($t=1.96$), S represents the highest Standard deviation, which was obtained through a pilot test ($S=2.3$) and d represents half of the approximate trust distance ($d=0.26$).

In order to determine the validity, we put multiple copies of the questionnaire at the disposal of masters and some of the experts, and also Pilot test was performed to determine the reliability of the research equipment. We gave the questionnaire to 20 experts who were similar to the statistical society in regional, economic, cultural, and social conditions. After obtaining the data, we determined the Cronbach Alpha coefficient for all the variables with a scale

Table 1. Reliability of research variables.

Variables	Cronbach Alpha
Altruism	0.83
Courtesy	0.89
Sportsmanship	0.79
Conscientiousness	0.91
Civic virtue	0.89
Empowerment	0.89

degree of 0.88 (Table1). Necessary data was collected through Podsakoff questionnaire for organizational citizenship behavior. Empowerment questionnaire was self-made. The independent variables were dimensions of organizational citizenship behaviour (altruism, courtesy, sportsmanship, conscientiousness and civic virtue). Dependent variable was empowerment. All data were analyzed using the Statistical Package for the Social Sciences, Personal Computer Version (SPSS/PC+). Appropriate statistical procedures for description and inference were used. The Alpha level was set a priori at 0.05 (Table1). Regression model as a proposed model included:

$$\text{Empowerment} = \beta_1 \text{altruism} + \beta_2 \text{courtesy} + \beta_3 \text{sportsmanship} + \beta_4 \text{conscientiousness} + \beta_5 \text{civic virtue} + \epsilon$$

RESULTS AND DISCUSSION

Dimensions of Organizational Citizenship Behavior

Altruism, courtesy, sportsmanship, conscientiousness, and civic virtue were measured with four questions each, using a five-item Likert spectrum among experts (Strongly agree= 5, Agree= 4, Moderate= 3, Disagree= 2, Strongly disagree= 1). Hence, the maximum score for dimension was 20 and the minimum score was four.

Altruism: Based on results, 9.4 percent of the respondents had bad altruism, 53.8 percent had moderate, and 36.8 percent had good altruism.



Courtesy: 37.6 percent of the respondents had bad courtesy, 50.4 percent had moderate and 12 percent had good courtesy.

Sportsmanship: 1.7 percent of the respondents had bad sportsmanship, 45.3 percent had moderate, and 53 percent had good sportsmanship.

Conscientiousness: 21.4 percent of the respondents had moderate conscientiousness and 78.6 percent had good conscientiousness.

Civic virtue: 1.7 percent of the respondents had bad civic virtue, 35.9 percent had moderate and 62.4 percent had good civic virtue (Table 2).

Dimensions of Empowerment among Experts

Dimensions of empowerment include self-efficacy, meaningfulness, self-determinism, personal consequence, and trust. In order to

determine dimension of self-efficacy, we measured 10 questions, 8 questions for meaningfulness dimension, 13 questions for self-determinism dimension, 11 questions for personal consequence dimension and 10 questions were measured for trust dimension (Very low= 1, Low= 2, Average= 3, High= 4, Very high= 5). Consequently, the minimal score for dimensions of self-efficacy, meaningfulness, self-determinism, personal consequence and trust were 10, 8, 13, 11 and 10, and the maximal scores were 50, 40, 65, 55 and 50, respectively. Finally, empowerment of experts was measured by 52 questions. Thus, the maximum score of empowerment was 260 and the minimum score was 52.

Self-efficacy: 14.5 percent of the respondents had very low and low self-efficacy, 65.8 percent had moderate, and 19.7 percent had high and very high self-efficacy.

Table 2. Analysis of dimensions of organizational citizenship behaviour among experts (n= 117).

Variable	Frequency	Percentage	Central tendency and dispersion
Altruism			
Bad (4-8)	11	9.4	M= 12.3 S.D= 2.8
Moderate (9-14)	63	53.8	
Good (15-20)	43	36.8	
Courtesy			
Bad (4-8)	44	37.6	M= 10.4 S.D= 3.1
Moderate (9-14)	59	50.4	
Good (15-20)	14	12	
Sportsmanship			
Bad (4-8)	2	1.7	M= 13.6 S.D= 2.7
Moderate (9-14)	53	45.3	
Good (15-20)	62	53	
Conscientiousness			
Bad (4-8)	0	0	M= 14.8 S.D= 2.1
Moderate (9-14)	25	21.4	
Good (15-20)	92	78.6	
Civic virtue			
Bad (4-8)	2	1.7	M= 14.3 S.D= 2.2
Moderate (9-14)	42	35.9	
Good (15-20)	73	62.4	

Meaningfulness: 17.9 percent of the respondents had very low and low meaningfulness, 49.6 percent had moderate, and 32.5 percent had high and very high meaningfulness.

Self-determinism: 35.9 percent of the respondents had moderate self-determinism, and 64.1 percent had high and very high self-determinism.

Personal consequence: 10.3 percent of the respondents had very low and low personal

consequence, 64.1 percent had moderate, and 25.6 percent had high and very high personal consequence.

Trust: 13.7 percent of the respondents had moderate trust and 86.3 percent had high and very high trust. Overall, 0.9, 66.6, and 32.5 percent of experts empowerment was low, moderate, and high, respectively (Table 3 and 4).

Table 3. Analysis of dimensions of empowerment among experts (n= 117).

Variable	Frequency	Percentage	Central tendency and dispersion
Self-efficacy			
Very low and low (10-25)	17	14.5	<i>M</i> = 30.4 <i>SD</i> = 6.4
Moderate (26-33)	77	65.8	
High and very high (34-50)	23	19.7	
Meaningfulness			
Very low and low (8-20)	21	17.9	<i>M</i> = 24.7 <i>SD</i> = 5.1
Moderate (21-26)	58	49.6	
High and very high (27-40)	38	32.5	
Self-determinism			
Very low and low (13-32)	0	0	<i>M</i> = 44.9 <i>SD</i> = 4.3
Moderate (33-43)	42	35.9	
High and very high (44-65)	75	64.1	
Personal consequence			
Very low and low (11-28)	12	10.3	<i>M</i> = 33.8 <i>SD</i> = 3.8
Moderate (29-36)	75	64.1	
High and very high (37-55)	30	25.6	
Trust			
Very low and low (10-25)	0	0	<i>M</i> = 38.9 <i>SD</i> = 4.1
Moderate (26-33)	16	13.7	
High and very high (34-50)	101	86.3	

Table 4. Analysis of empowerment among experts.

Situation of empowerment	frequency	Percent	Cumulative percent
Very low (52-93)	0	0	0
Low (94-135)	1	0.9	0.9
Moderate (136-176)	78	66.6	76.5
High (177-218)	38	32.5	100
Very high (219-260)	0	0	100
Total	117	100	-
$M= 172.8$		$SD= 15.7$	

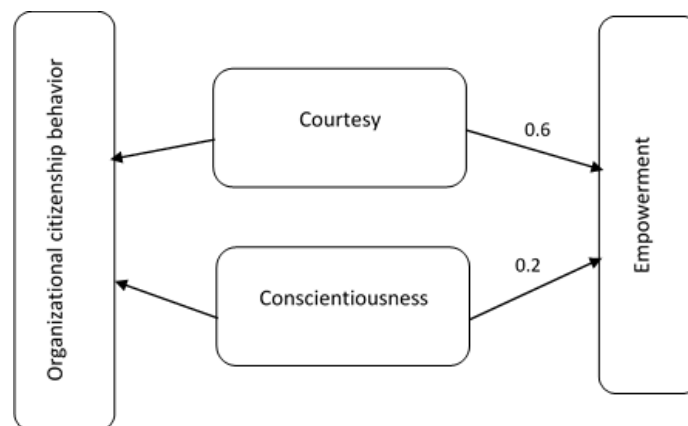


Figure 2. Operational framework of research.

Role of Dimensions of Organizational Citizenship Behaviour on Empowerment

Table 5 shows intensity, relation orientation, and a meaningful level of dimensions of organizational citizenship behaviour with empowerment. As the table shows,

dimensions of altruism, courtesy, conscientiousness, and civic virtue with empowerment have meaningful and positive relation with empowerment.

In order to predict the role of dimensions of organizational citizenship behaviour in empowerment, we used step by step regression. Analyzing the regression enables the researcher to predict the variance of

Table 5. The relation of dimensions of organizational citizenship behaviour with empowerment.

Variables	Pearson correlation coefficient	Significant level
Altruism	0.372**	0.000
Courtesy	0.611**	0.000
Sportsmanship	0.174	0.061
Conscientiousness	0.232*	0.012
Civic virtue	0.302**	0.001

* $P < 0.05$ ** $P < 0.01$

Table 6. Analyzing the regression of empowerment.

Steps	R	R^2	Adjusted R^2	F	Sig
1	0.611	0.374	0.368	68.68	0.000
2	0.642	0.412	0.402	39.93	0.000

Table 7. The standardized and non- standardized coefficients of empowerment.

Variables	B	Beta	t	Sig
Constant	119.1	-	13.32	0.000
Courtesy	3.02	0.60	8.33	0.000
Conscientiousness	1.52	0.20	2.72	0.008

dependent variable through independent variables and determine the role of every independent variable in explanation of the dependent variable. In a step-by-step method, the strongest variables enter the equation one after another. This process goes on until the errors of meaning exam reaches 0.05 errors. Results showed dimensions of courtesy and conscientiousness enter the equation in two of the steps, respectively. This means that courtesy has the highest influence on empowerment. This variable alone explained 37.4 percent of variance in empowerment. Courtesy and conscientiousness jointly explained 41.2 percent of variance in empowerment, in step two.

According to the value of beta in Table 7, we can write the regression equation as follows: $Y = 0.60 \text{ Courtesy} + 0.20 \text{ Conscientiousness}$

CONCLUSIONS

The results show that dimensions of sportsmanship, conscientiousness, and civic virtue among experts have a better situation such that 53 percent of experts had high sportsmanship, 78.6 percent of experts had high conscientiousness, and 62.4 percent of experts had high civic virtue. The results show that dimension of altruism has 99% positive correlation with empowerment. In fact, with improvement in dimension of altruism, the experts' empowerment process goes up. The rate of the correlation with empowerment was 0.372, which is considered moderate based on the Davis Table. Also, dimension of courtesy has 99% positive correlation with empowerment. In fact, with improvement in dimension of courtesy, the experts' empowerment process goes up. The rate of the correlation with empowerment was 0.611, which is considered high based on the Davis Table. Similarly, dimension of conscientiousness has 95% positive correlation with empowerment. In fact, with increase in dimension of sportsmanship, the experts'

empowerment process goes up. The rate of the correlation with empowerment was 0.232, which is considered low based on the Davis Table.

The results show that dimension civic virtue has 99% positive correlation with empowerment. In fact, as dimension of civic virtue increases, the experts' empowerment process goes up. The rate of the correlation with empowerment was 0.302, which is considered moderate based on the Davis Table. The above mentioned results conform to the results obtained by Cheasakul and Varma (2016), Chiang and Hsieh (2012), Harris *et al.* (2009), Steffen (2008), Bogler and Somech (2004), Runhaar *et al.* (2013), and Zhang and Chen (2013). The results of stepwise regression show that courtesy and conscientiousness enter the equation in two of the steps, respectively. This means that courtesy has the highest influence on empowerment. This variable alone explained 37.4 percent of variance in empowerment. The second dimension influencing the empowerment was conscientiousness. Dimension of conscientiousness explained a variation of 3.8% of empowerment of experts. The above mentioned results conform to the results gained by Cheasakul and Varma (2016), Chiang and Hsieh (2012), Chan and Lai (2017), Stephen (2008), Bogler and Somech (2004), Runhaar *et al.* (2013), and Zhang and Chen (2013). To improve the competence of experts, it is suggested that altruism and courtesy among experts be raised and conscientiousness and civic virtue be institutionalized.

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رابطه بین رفتار شهروندی سازمانی و توانمندسازی در کارشناسان ترویج

ر. دین پناه و ن. نعیمیان

چکیده

تحقیق بر رفتار شهروندی سازمانی توجه زیادی از محققان را داشته است چرا که بر این باورند توانمندسازی نقش کلیدی در کارایی کلی کارشناسان دارد. هدف این تحقیق بررسی رابطه بین رفتار شهروندی سازمانی و توانمندسازی بود. این تحقیق از نوع توصیفی-همبستگی می باشد. کارشناسان ترویج به عنوان جامعه آماری ($N=177$) این تحقیق انتخاب شدند و با استفاده از نمونه گیری تصادفی ۱۱۷ کارشناس به عنوان نمونه آماری انتخاب گردیدند. روایی ابزار پژوهش از طریق اعضای هیئت علمی و کارشناسان به دست آمد. آزمون مقدماتی و اعتبار پرسشنامه از طریق ضریب اطمینان آلفای کرونباخ $0/88$ محاسبه گردید. داده های لازم از طریق پرسشنامه رفتار شهروندی سازمانی پودسکاف و پرسشنامه محقق ساخته توانمندسازی جمع آوری شد. متغیرهای مستقل ابعاد رفتار شهروندی سازمانی (نوع دوستی، نزاکت، جوانمردی، وظیفه شناسی و فضیلت مدنی) بودند. متغیر وابسته توانمندسازی بود. نتایج نشان داد که $0/9$ درصد از پاسخگویان، وضعیت توانمندسازی را کم، $66/6$ درصد متوسط و $32/5$ درصد زیاد بیان کردند. همچنین نوع دوستی، نزاکت، وظیفه شناسی و فضیلت مدنی با توانمندسازی رابطه مثبت و معنی داری داشتند. نتایج رگرسیون گام به گام نشان داد که نزاکت و وظیفه شناسی $41/2$ درصد از تغییرات توانمندسازی را تبیین نموده اند.