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The relationship between empowerment and organizational citizenship behavior of staff in youth and sports general office of Tehran

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Abstract: The human resources in an organization include the basis of actual wealth and in this background, citizenship behaviors of staffs in the work environment have a remarkable effect in their efficiency. The goal of this study was examination of the existence relation between empowerment and organizational citizenship behavior of staff in youth and sports general office of Tehran.

Thus, based to the kind of the research, the way of the research is descriptive and correlation type. The statistical population was all employees in youth and sports general office of Tehran (75 members). Because of the small statistical population, the model was supposing equal to population and refluxed questionnaires. To gather data empowerment questionnaire and organizational citizenship behavior questionnaire applied. Accuracy of questionnaires was verified by university professors and validity of questionnaires also was computed by Cronbach's alpha coefficient.

Keywords: empowerment, organizational citizenship behavior, sports, staff

I. INTRODUCTION

The organization human resources include the actual wealth of organizations. There is a straight relationship among human capital and productivity in organizations. After many years of experience, the world has derived what if an organization will to be precursor in economic and business operations and to remain in the rivalry, must have ingenuity and highly incentive expert human resources (Sajedi et al., 2007). One of the meaning of the growth of human resources is empowerment of human force. It results to employee's tendency, the feeling of being a part of organization and interior incentive increase for positive treatment and independency in figuring and adjusting operations and at last resulted to the achievement of the organization.

The word of empowerment mention to the criteria what is create to enhance the ratio of autonomy and self-determination in staff and in connections for making ability of showing their attention in accountable and self-determined method, operating on their own power and decision. Empowerment as an action represent both to the process of self-empowerment and to professional support of staff, which able them to conquer their feel of inability and lack of efficacy, and to identify and use their resources.

A management workout of sharing data, awards, and authority along the staffs that they can get invention and make decisions for finding solving issues and modify service and efficiency. Empowerment is relying on the opinion what staff can obtain expertise, resources, power, chances, Inspiring, and also maintaining responsibility for results of their operations.

Empowerment is spreading the power of decision-making between members who do not have participation in it in organization (Foy., 1997) and prepares possible valence for expanding the human ability (Scott., 1991). Empowerment of

human resources like a scientific idea has a big effect on organizational and management efficiencies and initiative (Conger et al., 1988). Governmental organizations' attitude toward personalization and decentralization, the reason is adversity in the traditional formation which results to demonstrate the demand to employee and their empowerment like a central piece of any attempt to decrease the scale of the organization and to modify customer service. Empowering is a shiffting from the hierarchical system of decision-making by managers to the hierarchical system of decision-making by the low levels (Abdollahi et al., 2006). The primary result of empowerment is organizational obligation, professional obligation and organizational citizenship behavior (Bogler et al., 2004). Chang (2009) also discovered that empowerment can make reform in organizational obligation and job consent hierarchical system of decision-making by the low levels (Abdollahi et al., 2006). The primary results of empowerment are organizational obligation, professional obligation and organizational citizenship behavior (Bogler et al., 2004). Chang (2009) also discovered that empowerment can make reform in organizational obligation and job consent.

Indeed, the most prosperous organization is the one with strong and obligated human resource, as empowerment is supposed like the latest methods to enhance proficiency and effectiveness among enhanced obligation and organizational citizenship behavior (Mortazavi., 1999). Today's organizations are obligated to recruitment and holding persons who are useful and obligated and work further the anticipations. Notwithstanding of obvious effect on organizational efficiency, Organizational citizenship behavior (beyond employee's task) is mostly neglected in past and in the elementary commentary, these behaviors were propounding out of the area of recruitment (Bienstock et al., 2003). In current years, particularly at the first of twenty-first century, there was an enhancing in number of studies in these region and this attitude has kept for many scholars have concentrated the affirmative effect of organizational citizenship behavior on organizational efficiency (Farhangi et al., 2006). Nilsson et al (2009) discussed on a notable affirmative relationship among organizational citizenship behavior and organizational proficiency. scholars proposed that the reason is inability of organization to predict behavior which needed for attaining aims along the official job explanation. Therefor the scientific significance of OCB is that organizational performance and effectiveness modifies its role in participation into the alteration of human resources' creativity and stability (Chen et al., 2009). These kind of behavior is crucial in any organization how it has connection with important organizational factors like job consent and organizational proficiency system retention (Turnipseed et al., 1996). Many scientists have an idea that OCB can modify proficiency and affective action of the organization (Murphy et al., 2002). It is demonstrated by Bernardd (1938), Dikson (1964) and Katz and Kahn (1966). OCB has possessed the consideration of many scholars, containing Podsakoff et al. (2000) and Hoffman et al (2007). Many of scholars concentrated on anticipating of organizational citizenship behavior. Personal features (organizational obligation), job features (work feedback), organizational features (structure, bonus, comprehend organizational support); leadership manners (evolution leadership), all are necessary anticipating of organizational citizenship behavior (Barnard,1938; Nielsen et al., 2009; Podsakoff et al., 2000). Rahimi et al. (2007) discuss about human resource scales which has an affirmative efficacy on staff citizenship behavior and through human resource scales (empowerment, competence development, procedural justice, and shared data) has the biggest effect on citizen behavior. Zhang et al (2009) derived in their research that empowerment has an intermediary role in the relationship among exchange leader – follower and organizational citizenship behavior. Empowerment is a high ability factor that can make a relationship along organizational factors and organizational citizenship behavior and has effect on them.

Golparvar and Rafi-Zadeh (2009) proposed that the factors like professional growth, leadership support and empowerment can effect organizational citizenship behavior of functioning worker along the job trends and between professional development and empowerment factors straightly used another section of their efficacy on OCB. Base on outcomes of researches in the center of Tehran University of Medical Sciences, Khalesi et al (2010) discovered that there was a remarkable relation among OCB and empowerment in mentioned organization. Amighy (2009) derived in his study that there is a connection through all dimensions of empowerment and organizational citizenship behavior. Bogler and Somech (2004) demonstrate that whatever empowerment level of each dimension be bigger, OCB will be greater.

Organizational citizenship behavior shows a significant task on organizational efficiency and its effectiveness and one of the keys that can participate to organizational citizenship behaviors is empowering staffs. Because of the loss of context of study and examination in the subject of sports organizations, scholars try to find the connection through empowerment and organizational citizenship behavior in the youth and sports general office of Tehran.

II. MATERIALS AND METHODS

In this study, an especial type of methodologically of descriptive correlation is used. The target population involved the whole physical education department of Tehran (75 members) in 2013 Province. Because it is a small population, model was supposed as population. For gathering data, Spreitz's Empowerment questionnaire (1995) (including 5 domains: Meaning, self-determination, competence, impact, and confidence) and Podsakf's organizational citizenship behavior questionnaire (1990) were applied. Both questionnaires were put in 5-point Likert scale. The data needed for this study along questionnaires spreaded through staffs of the General Directorate of Youth and Sports was gathered. In this study reliability of questionnaires was verified by a category of university professors and validation of the questionnaire was computed by applying Cronbach's alpha ((0.85) empowerment, OCB (0.76)). After moving questionnaires to the targets, 65 of the total 75 questionnaires were reverted in while of the predicted time. For brief explain the data, descriptive statistics (frequency tables, mean and standard deviation of variables) and for hypothesis testing, inferential statistics (Pearson correlation test, Spearman correlation test and stepwise multiple regression) by spss software version 16 was applied ($P \leq 0.05$).

III. RESULT

Table 1 shows the demographic characteristics of staff in youth and sports general office of Tehran. This table indicates the major items of demographic profile such as sexuality, education job and experience.

Table 1: Demographic characteristics of the population studied

	sexuality		education Job			experience			
	Male	Female	college student	BA	PhD	Less than 6 Years	6-12 Years	18-24 Years	More than 24Years
Number	47	22	24	37	6	17	22	13	7
Percent	69.2	30.8	33.8	53.8	6.2	23.1	30.8	16.9	7.7

Table 2: The variable dimensions of empowerment and citizenship behavior in the community under study based on indicators of central

Indicators variables	Mean	Medium	Mode	Standard deviation	Variance	Minimum	Maximum
Impact	7.60	7	6	2.73	7.46	3	15
Meaning	4.76	4	3	1.86	3.47	3	10
Competence	5.03	5	3	1.77	3.15	3	9
Confidence	9.33	9	12	2.96	8.78	3	15
Self-determination	3.82	6.5	5	2.56	6.55	3	12
Empowerment	33.18	32	28	8.12	66.04	21	52
OCB	45.68	45	45	10.61	112.75	26	82

Table 2 shows the domains of empowerment and organizational citizenship behavior of staff in terms of the centers. Given the number of questions (15 and 23), the minimum and maximum possible score for empowerment would be 15 and 75, and 23, 123 for citizenship behavior.

Table 3: The correlation between the dimensions of empowerment and organizational citizenship Behavior

Indicators Variables	Number	Pearson correlation coefficient	Significance level (P)
Empowerment & OCB	65	0.533	0.001
Meaning & OCB	65	0.617	0.001
Competence & OCB	65	0.542	0.001
Self-determination & OCB	65	0.280	0.001
Impact & OCB	65	0.329	0.001
Confidence & OCB	65	0.246	0.001

Table 3 shows that there is a significant relationship between empowerment and OCB at alpha level of 0.05 which means by improving empowerment, OCB will be increased.

Table 4: Statistical analysis of the relationship between work experience and education, empowerment and organizational citizenship behavior

Indicators Variables	N	Correlation Coefficient	Significance level (P)
Job experience &empowerment	65	0.256	0.04
Job experience & OCB	65	0.137	0.39
Education &empowerment	65	0.06	0.61
Education & OCB	65	0.15	0.22

According to table 4, there is a significant relationship between job experience and empowerment at alpha level of 0.05 which means by increasing job experience, empowerment will be increased. No significant relationship was seen between job experience and OCB and between educational level and empowerment and OCB at alpha level of 0.05.

Stepwise multiple regressions are used for predicting criterion variable (OCB) from predictors (empowerment's components). The results of the multiple correlation coefficients in the final model showed that there is a significant relationship between the domains of sense of Meaning and competence with OCB (R=0.65). The coefficient of determination indicates that 43% of the variance in organizational citizenship behavior are related to mentioned factors and 57% outside of the model (=0.43). Also the result of stepwise regression coefficient (table 5) showed among domains of empowerment, meaning (t=3.93, P=0.001) and competence (t=2.44, P=0.018) were qualified as the predictors of organizational citizenship behavior of staff. Standardized beta coefficient indicted that Meaning (0.456) and competence (0.283) were the most important predictors of organizational citizenship behavior of staff.

Table 5: Standardized and non-standardized coefficients in Table independent variables were significant

Model	None-standardized coefficient		Standardized coefficient	T	P
	B	Coefficient of Standard error	Beta		
Specified constant	0.979	0.162	…….	5.765	0.001
Meaning	0.437	0.108	0.457	0.936	0.001
Competence	0.207	0.079	0.203	2.410	0.028

F=23.825, P=0.001

Based on the results, the regression equation of OCB can be written by predictor variables as follows: OCB= 5.765 + Meaning (0.437) + competence (0.207).

IV. DISCUSSION AND CONCLUSION

OCB create different image of the organization-staff's relation and mention the behaviors that contrary not being compelled by the organization create advantage for the organization by staffs (Waltz et al; 1996). Behaviors that showing further the obligations and demonstrates accountability of citizenship. Many factors like organizational obligation, organizational justice, and organizational culture and so on, have already attempted to anticipate and set the kind of relation they have with this factor.

The research is looking to recognize and set a connection among empowerment and its areas and organizational citizenship behavior.

The results of the research demonstrated that there is remarkable affirmative relation among staff empowerment and organizational citizenship behavior. It conveys what if a staff is located in a high rank of empowerment, his organizational citizenship behavior will be also high. It is involved with the studies accomplished by Rahimi et al. (2007), Golparvar (2009), Khalesi et al. (2010), Amighy (2009), Zung (2009) and Somech and Bogler (2004). Rahimi demonstrated that there is a remarkable connection among human resource criterias and organizational citizenship behavior and through human resource criterias (empowerment, competence development, procedural justice and sharing information) has the bigger effect on organizational citizenship behavior.

The results of the research demonstrated that there is a remarkable affirmative correlation among employee's despite of concept and OCB. If staffs determine criterion for the aims of the job/work to which they are recruited, and meet their personal criterion and wishes as it be according to what they are operating in their work, they will possess a high rank of OCB which is included with researches of Farhangi et al(2006), Somech and Bogler's research (2004).In their study, Farhangi et al. deduced that there is a remarkable affirmative relation among ideality in the work environment (work with meaning, a sense of solidarity, and the alignment values) and organizational citizenship behavior.

Researches demonstrated that there was a remarkable affirmative relation among the ingredients of staff's eligibility and organizational citizenship behavior. It signifies that if staffs sense that they possess the required abilities and experience for the prosperous fulfillment of their task, the level of their organizational citizenship behavior is higher and it is included with the conclusions of Somech and Bogler's research (2004) that suggests teachers who have a high feeling of eligibility and proficiency, will have a high level of organizational citizenship behavior. Abdollahi (2006) also resulted that self-influence has a definitive pattern on the inspiring of staffs, due to their opinion in the self-influence that has effect on their goals, range of attempt and assiduity and also the rate of pressure stability.

The result demonstrated that there is a remarkable affirmative relation among self-determination and organizational citizenship behavior. As a results, if staffs sense which they have required liberty in handling of the job-related operations, they will be in high ranks of OCB. Moghimi (2005) proposed that self-control like a part of entrepreneurial organizational culture empower organizational citizenship behavior ingredients like work ethics, self-indulgence and mutual coordination which will be involved with the current research. In his study, he also demonstrated a notable correlation among features of staffs, containing risk taking, demand for independence, providing new ideas, accountability and organizational citizenship behavior.

The results of research demonstrate that there is a remarkable affirmative relation among impact and OCB; it signifies if staffs sense that they have power to effect on the strategic, functioning and managerial results of their work, they will be in high rank of OCB. This result is involved with Somech and Bogler study (2004). Somech and Bogler results proposed teacher empowerment has the act of middleman in the relation among contribution in decision-making and organizational citizenship behavior. Teachers' contribution in the decision-making operation led to the teachers to take new tasks and do further their formal anticipations. Teachers' contribution in decision-making increases their incentive and they sense self-influence and independent in own and school decisions.

The results of research demonstrated that there is remarkable affirmative relation among staff confidence and organizational citizenship behavior. As a result, if staffs are sure what they will be behaved justly and same and neutrally, their ranks of OCB will be high. It is according to the study what carried out by Moghimi (2005). He said there is a remarkable affirmative relation among mutual trusts and the components of OCB.

Specifying the existence relation among job experience and education, empowerment and organizational citizenship behavior is distinctive goals of study. The results demonstrate that there is remarkable affirmative relation among job

experience and empowerment. Raising of service period is go along with earning experienced and job encouragement which shows power, creating valence, employee inspiring and contribution in decision-making. All of these factors modify the empowerment of the staffs. Education had not any notable aggregation with empowerment. Empowerment is a composition of inherent and gained capability. Most of people are informed of some features of empowerment through the aid of their inherent susceptibility. Nevertheless, many features can be obtained and learned this is involved with Sabzikaran's studies (2010).

The outcomes demonstrate that the two demographic factors (job experience and education) have no remarkable relation with OCB, thus neither of demographic factors are linked to the modify, or abdication attitue of OCB. Citizenship behaviors and its features are a class that one of them can be create with human being like altruism, conscientiousness, and sportsmanship and another one led under well management, work consent, individuality characteristics and organizational culture.

The outcomes of numerous regressions demonstrated that between ingredients of staff empowerment, the ingredients of eligibility and important like an anticipating factors has standard for applying in the regression equation to describe organizational citizenship behavior (standard factors) and it can be anticipated around 0.43 from organizational empowerment. In other word by empowering these two measures of empowerment, the organizational citizenship behavior can be enhanced. It can involve with Somech and Bogler studies (2004). in their examination, Somech and Bogler derived that the ingredients of eligibility, contribution in decision-making and the situation (advocacy and reverence from others) are notable in anticipating of organizational citizenship behaviors of teachers.

So, based on the results of the research with considering of this truth that there is a remarkable affirmative relation among staff empowerment and the aspects of citizenship behavior, organizations are proposed to declare and describe goals and worth of organization, to create an efficacy connection with staffs to recognize their aims and worth which should act toward the worth and goals of the organization.

It is advised that for organization to enhance staff's feel of accountabilities and citizenship by allocating incentive task and decision making accountabilities to them and empowering their interior control centers, (the ratio of failure and success to themselves). Due to enhancing staff citizenship behavior, training periods should have kept for principals and managers to get awareness about theories of organizational justice and how to use it. However, managers are persuaded to communicate with lower-ranking justice and impartial. As mutual trust operates a crucial role in collaborating and supporting to staffs, mangers had to attempt to make trustful and private barley dominant on organization by creating own interplay balance and a feel of impartial and liberality.

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