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EVALUATE THE IMPACT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON HUMAN RESOURCE EMPOWERMENT WATER AND WASTEWATER COMPANY IN KHORASAN RAZAVI

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ABSTRACT

Organizational Citizenship Behavior (OCB) is a series of selfless behaviors which are done by staff for the personnel welfare and achieving the goals of the organization. However, the foundation of any organization's wealth is its employees, and empowering them will give a greater opportunity to increase the organizational productivity, so that primarily, the employees enjoy their work and effort and secondly, will bring numerous benefits to the organization. In this study, the researcher attempts to examine this issue that what's the impacts of the organizational citizenship behavior on human resources empowerment that by recognizing such impacts, we can plan properly to enforce it. The statistical populations of this research are the employees of Water and Wastewater Company (WWC) of Khorasan Razavi Province in which the statistical sample includes of 231 people. Data were collected using organizational citizenship behavior questionnaires and psychological empowerment Spritzer. Kolmogorov-Smirnov test showed that data distribution is normal. One sample T-test showed that the situation of research variables is appropriate. Based on the results of the Smart PLS Software output, the measurement models had appropriate reliability (convergent and divergent) and validity (Operating load, composite reliability factor and Cronbach's alpha coefficient). Smart PLS software was used to confirm the main hypothesis, and it was resulted that in 95 percent confidence level, the organizational citizenship behavior has a positive and significant impact on the human resources empowerment. About the sub-hypotheses, results showed that " citizen wisdom " and " respect and reverence " on " human resources empowerment " has significant positive impact, but the impact of "consciousness", "generosity" and "altruism" on "human resources empowerment "is not significant.

Keywords: *Organizational Citizenship Behavior, Empowerment, Water and Wastewater Company*

INTRODUCTION

Today's organizations have to increase their employee empowerment in order to achieve success and avoid failure. On the other hand, organizations have no effectiveness without voluntary tendency of the individuals, since in normal mode, employees perform their duties in accordance with existing regulations and just limited to compliance requirements. The organizational citizenship behavior is a set of voluntary behaviors and authority that are not part of the individual official duties, but however, they're done by them and make improve organizational roles. But how can we empower the organization employees? Organ believes that organizational citizenship behavior can accomplish this important task (Cohen and Kol, 2004).

In this paper, the authors have tried to study this issue that what is the impact of organizational citizenship behavior on human resources empowerment of WWC Khorasan? Can we acknowledge that to strengthen or weaken human resources empowerment at WWC Khorasan influence by strengthen or weaken the organizational citizenship behavior in this company?

Is there any relationship between the organizational citizenship behavior and human resources empowerment in Khorasan Razavi WWC? and...

In this paper, after a brief review of theoretical basics and research background related to organizational citizenship behavior and human resource empowerment, Using a conceptual model that will be provided,

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we will address to the research methodology, population and statistical sample, reliability and validity, data analysis and finally conclusions and recommendations.

What is the organizational citizenship behavior?

The concept of organizational citizenship behavior was introduced to the world of science first by Bateman and Organ (1980s). The early researches conducted about the organizational citizenship behavior were for identifying the responsibilities and or behaviors that employees had in organizations, but often been neglected. Although these behaviors were measured in traditional assessments of job performance defectively or even they were sometimes neglected, but they were effective in improving organizational effectiveness (Bienstock *et al.*, 2003). These actions that occur at the workplace are defined as: "a set of Voluntary and optional behaviors that are not part of the person's official duties, but, however they are done by that person and make effective improvement in duties and organization roles (Appelbaum *et al.*, 2004). For example, a worker may require overtime and stay late at work or not, but he/she stay more than formal working hours and helps others to improve current affairs and facilitate the organization workflow (Cropanzano and Byrne, 2000). This definition focuses on three main characteristics of citizenship behavior: First, this behavior must be voluntary and not an obligation that is predetermined and not part of one's official duties. Secondly, the advantage of this behavior has organizational aspect and the third feature is that it has multi-faceted nature, there is full agreement among scholars about dimensions of organizational citizenship behavior. For example, helpful behaviors, sportsmanship and forgiveness, organizational loyalty, following the instructions, individual innovation, individual conscientious, personal development, polite and considerate, civil behavior and altruism are considered organizational citizenship behaviors in several studies (Podsakoff and Others, 2000). Perhaps most concerning aspects and components of organizational citizenship behavior is related to the organ that is used in various researches. Five dimensional organ of citizenship behavior is stated: conscientiousness or work ethic, altruism, civic virtue or social etiquette, fairness or tolerance, respect and honor or decency (Appelbaum *et al.*, 2004).

Increasing productivity

Increasing effectiveness

Improving employee's performance

Improving the quality of services and products organizational citizenship behavior

Reducing absenteeism and turnover

Customers loyalty

Encouraging team work

Figure 1. The outcomes and consequences of citizenship behavior

Definitions and Concepts of Empowerment

History of the first definition of the empowerment term goes back to 1788 in which empowerment was considered as a delegation in the organizational role that it should be granted to an individual or organization in the organizational role. According to Rapilli, empowerment is a concept, a set of behaviors and an organizational program. As a concept it to grant decision authorization to subordinate; As a set of behaviors, it means contributing autonomous groups and individuals in their professional destiny self-determination; As an organizational planning, it is to grant labor the greater opportunity for freedom, improving and deploying skills, their potential knowledge and abilities, for the good of themselves and their organization (Dastranj, 1383). Briefly obvious goals of employee's empowerment can be accounted as follows: Giving the responsibility of continuous jobs analysis to all employees in order to develop effective ways of working with clients and stakeholders; Releasing responsibility to establish performance goals, performance strategies and performance measures to work teams related to clients and stakeholders; Contributing the entire organization in management decisions, such as the development strategic plans, formulating personnel policies and work plans; Involving the employees in the working process directly with the continuous improvement of those processes (Kinla, 1383); Providing employee's job satisfaction and decreasing their emotional anxieties (Shirley and Swathi, 2007); Creating usefulness feeling in organization members by identifying and eliminating conditions that

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cause weaken their strengths as well as using non-organizational and organizational effective information (Chrysant, 2007); Enhancing the skills, spirit of cooperation and organizational efficiency (Benzian, 2007); Increasing their self-esteem (Kane, 2006);

Background of Similar Internal and External Investigations

Parhizkar *et al.*, (1391) in their article called "investigating the role of the employees empowerment in organizational citizenship behavior in the National Banks of Isfahan province," concluded that there is a direct relationship between employee empowerment and organizational citizenship behavior and Friedman variance analysis showed that the civic virtue dimension has average more than other Organizational Citizenship Behaviors (Parhizkar and Others, 1391).

Ismaili *et al.*, (1390) in their article addressed to investigate the relationship between employee empowerment and organizational citizenship behavior in Tehran's Department of Physical Education. The results showed that there is a significant relationship between employee empowerment and organizational citizenship behavior with 99% confidence. The authors by explaining these results indicated that the greater the degree of employee empowerment, Organizational Citizenship Behavior will be more. The results from regression showed that among the five components of empowerment, "competency", "significance" and "effectiveness" are significant in predicting organizational citizenship behavior (Ismaili *et al.*, 1391).

Khajeh *et al.*, (1390) in their article examined the relationship between empowerment and Organizational Citizenship Behavior in Kerman PE teachers. The results showed a positive and a meaningful relationship between teacher empowerment and Organizational Citizenship Behavior and between effectiveness, possessing, significance, competency and trust feeling components with Organizational Citizenship Behavior and there is a significant positive relationship. In the end, according to results of the study, authors noted that empowering teachers make improve their organizational citizenship behavior (Khajeh *et al.*, 1391).

Khalesi *et al.*, (1389) in their study "The relationship between Organizational Citizenship Behavior and employee empowerment in health centers of Tehran University of Medical Sciences conclude that in these centers, there is a significant relationship between empowerment employee and Organizational Citizenship Behavior there (Khaesi and others, 1391).

Rabiatal and Agus (2012) in a study entitled "Study the relationship between TQM (Total Quality Management) and Organizational Citizenship Behavior in Islamic banking in Indonesia" found Between TQM, empowerment, manager's commitment and Organizational Citizenship Behavior, and there is a meaningful positive relationship (Rabiatal and Agus, 1391).

Bagheri *et al.*, (2011) examined the relationship between empowerment and organizational citizenship behavior and found that there is a significant positive relation between variables (Bagheri and Others, 1391).

Gilbert *et al.*, (2010) in their studies about the relationship between Organizational Citizenship Behavior and the empowerment structure by placing mediating role of psychological burnout. The investigators found that there is a meaningful positive relationship between Organizational Citizenship Behavior and employee empowerment (Gilbert *et al.*, 1391).

Bogler and Somech (2004) in an article entitled "The impact of empowerment, organizational commitment, professional commitment and or teacher's generational citizenship behavior in schools, Using a questionnaire among 983 in Israel high schools showed that there is a significant positive relationship between empowerment and organizational citizenship behavior (Bogler and Somech, 1391).

MATERIALS AND METHODS

Research Method: A descriptive-survey and applied research according to (Feldman, 2004) comment; documented and repeated phenomenon survey in the new environment and climate

Target population: The Khorasan Official WWC staff that according to the latest statistics, they are 550 persons.

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Sample: based on Morgan's table and Cochran's formula, the sample size was 226 persons and the 250 questionnaires distributed among employees and 231 questionnaires were returned.

Sampling procedure: Random

Data Collection Methods: Using a questionnaire of organizational citizenship behavior, organ and Spritzer's psychological empowerment

The study conceptual model:

Conceptual model:*

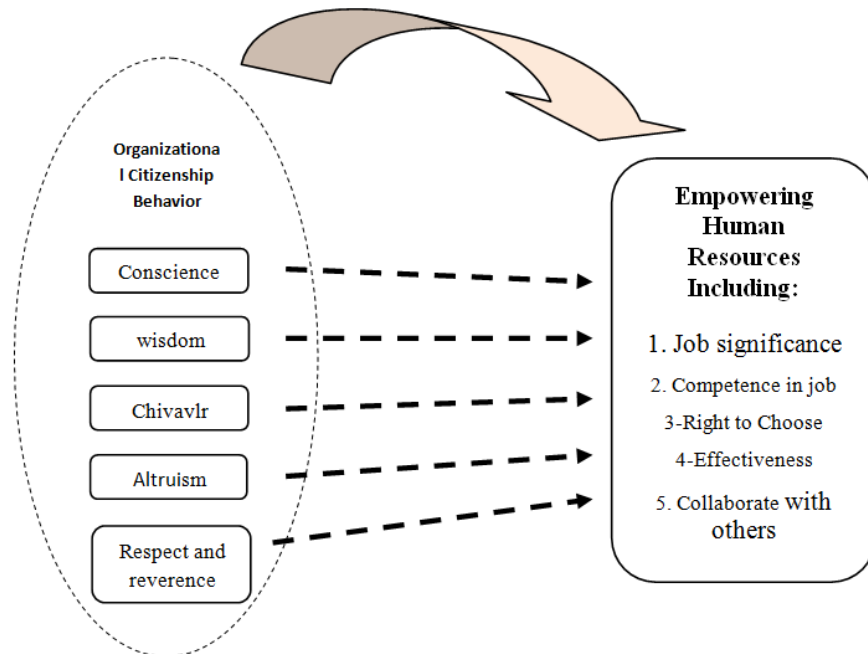


Figure 2: The study conceptual model

Study Validity: Using structural equation model, PLS, as convergent and divergent validities

Table 1: Convergent validity

Average variance extracted (AVE)	Research variables
0.5619	(ALT)Altruism
0.6825	(CHO)Sense of having a choice
0.5867	(CIV)Virtue of citizenship
0.6642	(COM)Sense of competence in the job
0.5847	(CON)Job Consciousness
0.5849	(COU)Respect and reverence
0.4955	(EMP)Empowering employees
0.7652	(IMP)Sense of being effective
0.6553	(MEA)Sense of meaningful job
0.4086	(OCB)Organizational Citizenship Behavior
0.6614	(PAR)Sense of partnership with others
0.6180	(SPO)Chivalry

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According to Magner *et al.*, (1996), the validity convergence criteria of the average variance extracted (AVE) is greater than 4.0.

Divergent validity is calculated by two ways:

The first method, by comparing the square root of AVE to correlation between latent measured variables and for each reflection constructs, the square root of AVE should be greater than its correlation with other constructs in the model (Chou and Chen, 2009).

Table 2: Intersecting load factors of study structural indices for examining divergent validity

	ALT	CHO	CIV	COM	CON	COU	IMP	MEA	PAR	SPO
ALT1	0.8283	0.2444	0.7757	0.2581	0.4828	0.4347	0.3573	0.3274	0.4015	0.4979
ALT2	0.8471	0.2568	0.7204	0.3177	0.4289	0.5423	0.3731	0.3966	0.4135	0.4581
ALT3	0.6966	0.1221	0.3475	0.1517	0.3224	0.4743	0.1752	0.3444	0.2530	0.3476
ALT4	0.5989	0.2188	0.2942	0.2752	0.1556	0.3681	0.1604	0.2311	0.2959	0.1538
CHO1	0.2216	0.8093	0.4068	0.6418	0.2689	0.2483	0.5823	0.3439	0.5381	0.2911
CHO2	0.1931	0.7941	0.3644	0.6162	0.2729	0.2470	0.6259	0.4016	0.5180	0.3053
CHO3	0.2918	0.8190	0.3826	0.6387	0.3183	0.2809	0.6646	0.3811	0.6188	0.3341
CHO4	0.2241	0.8795	0.3504	0.6305	0.3415	0.1504	0.6695	0.3752	0.6144	0.3736
CIV1	0.4638	0.4028	0.7759	0.3851	0.6216	0.3876	0.4415	0.4218	0.4520	0.6648
CIV2	0.4218	0.4349	0.7630	0.4850	0.6041	0.3188	0.5382	0.3992	0.5122	0.6310
CIV3	0.6818	0.3095	0.8143	0.3334	0.4644	0.3466	0.3925	0.2968	0.4177	0.4798
CIV4	0.7835	0.2397	0.7066	0.3163	0.4033	0.5030	0.3627	0.4035	0.4233	0.4292
COM1	0.2859	0.5837	0.4380	0.8195	0.3844	0.2594	0.5456	0.4786	0.5424	0.4015
COM2	0.2171	0.5574	0.3333	0.7662	0.2821	0.2905	0.4384	0.3557	0.4447	0.2943
COM3	0.3150	0.6010	0.4357	0.8412	0.3364	0.4010	0.5336	0.4749	0.5513	0.3632
COM4	0.2609	0.7348	0.4057	0.8310	0.3436	0.2728	0.6522	0.4245	0.6104	0.3760
CON1	0.3074	0.1449	0.3257	0.2085	0.7152	0.2996	0.2315	0.2968	0.1971	0.6935
CON2	0.3127	0.2650	0.3789	0.2819	0.7698	0.2742	0.3208	0.3252	0.3361	0.7366
CON3	0.4548	0.3680	0.7010	0.3706	0.7936	0.4060	0.4350	0.4352	0.4147	0.7800
CON4	0.4095	0.3061	0.6255	0.3810	0.7777	0.3607	0.4648	0.4493	0.4194	0.7215
COU1	0.4358	0.2291	0.3915	0.3014	0.2807	0.7879	0.3125	0.4620	0.3068	0.3246
COU2	0.4728	0.2769	0.3799	0.3386	0.3908	0.7576	0.3525	0.4213	0.3325	0.4290
COU3	0.4997	0.1879	0.3933	0.2782	0.4016	0.7804	0.2317	0.4022	0.2228	0.4240
COU4	0.4405	0.1551	0.3907	0.2208	0.2700	0.7321	0.1860	0.3652	0.2609	0.2890
IMP1	0.3141	0.6268	0.4777	0.5491	0.4771	0.3605	0.8140	0.4983	0.6397	0.5200
IMP2	0.3278	0.7455	0.4814	0.6535	0.3753	0.2965	0.8969	0.5258	0.7356	0.4039
IMP3	0.3556	0.6747	0.5054	0.5884	0.4458	0.3320	0.9087	0.5848	0.7157	0.4779
IMP4	0.3259	0.6427	0.5227	0.5549	0.4101	0.2588	0.8762	0.4130	0.6790	0.4552
MEA1	0.2776	0.4621	0.3771	0.4785	0.3919	0.4148	0.5281	0.8110	0.4218	0.4109
MEA2	0.3564	0.3428	0.4562	0.4615	0.4107	0.4087	0.4715	0.8358	0.4085	0.4289
MEA3	0.4483	0.2765	0.4409	0.4000	0.4282	0.5160	0.4068	0.8153	0.4066	0.4568
MEA4	0.3526	0.3746	0.3409	0.3802	0.3926	0.4163	0.4603	0.7747	0.4468	0.3817
PAR1	0.3811	0.6230	0.4827	0.5574	0.3447	0.2369	0.6790	0.4129	0.8445	0.3757
PAR2	0.3523	0.5739	0.4500	0.5399	0.3715	0.2441	0.7038	0.4289	0.8623	0.3902
PAR3	0.4520	0.4304	0.5500	0.4690	0.4132	0.4568	0.5273	0.4411	0.7485	0.4510
PAR4	0.3343	0.6144	0.4511	0.5872	0.3692	0.2828	0.6553	0.4157	0.7929	0.4142
SPO1	0.3152	0.1492	0.3475	0.2241	0.7098	0.3379	0.2571	0.3400	0.2177	0.7381
SPO2	0.3330	0.2862	0.4016	0.3094	0.7625	0.2984	0.3611	0.3421	0.3615	0.7894
SPO3	0.4753	0.3788	0.7280	0.3804	0.7726	0.4393	0.4639	0.4529	0.4477	0.8142
SPO4	0.4742	0.3908	0.7179	0.4452	0.7709	0.4268	0.5362	0.4687	0.4968	0.8007

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Since all the questions about each structure have more correlation to the same structure, (For example number in the first row and below ALT column is more than the others) thus divergent validity of the method is verified.

The second method: by comparing the correlation of a structure with its indices against correlation of those indices with other structures (method Fornel and Larker), of which the results are summarized in Table 3, show the confirmation of the divergent validity for second method. It should be noted that only the first-order latent variables in the Fornel and Larker method are entered and analyzed as well. The main diagonal of this matrix contains the square root of the AVE values of research structures. If the square root of AVE for each structure is more than the correlation value of it with the other structures, according to Fornel and Larker, it has divergent validity. For example, "Consciousness» (CON), which to the square root of the AVE is equal 0.7646, has more value than its correlation against other structure that its related numbers have been inserted in the row and column numbers ending in 0.7646. This is true for all study structures and shows confirmation of divergent validity.

Table 3: Correlation matrix and divergent validity study by Fornel and Larker method (1981)

	ALT	CHO	CIV	COM	CON	COU	IMP	MEA	PAR	SPO
ALT	0.7495	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
CHO	0.2824	0.8261	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
CIV	0.7151	0.4545	0.7659	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
COM	0.3324	0.7645	0.4969	0.8149	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
CON	0.4933	0.3648	0.6861	0.4147	0.7646	0.0000	0.0000	0.0000	0.0000	0.0000
COU	0.6063	0.2793	0.5080	0.3745	0.4443	0.7648	0.0000	0.0000	0.0000	0.0000
IMP	0.3784	0.7705	0.5672	0.6722	0.4863	0.3560	0.8747	0.0000	0.0000	0.0000
MEA	0.4388	0.4545	0.4978	0.5339	0.5006	0.5398	0.5799	0.8095	0.0000	0.0000
PAR	0.4627	0.6944	0.5899	0.6641	0.4578	0.3665	0.7931	0.5203	0.8132	0.0000
SPO	0.5181	0.3958	0.7228	0.4426	0.9592	0.4847	0.5283	0.5175	0.4981	0.7861

The reliability of the research tools: according to Fornel and Larker (1981), the reliability in PLS method using factor loadings, Cronbach's alpha coefficients and Composite Reliability (CR) are measured. Suitability criteriin of factor loading coefficients is 4.0 (Hulland, 1999).

Table 4: Reliability of Research Tools

Cronbach's Alpha Reliability Coefficient	Composite Reliability Coefficient CR >0.7:(CR)	Research variables
0.7414	0.8343	(ALT)Altruism
0.8443	0.8957	(CHO)Sense of having a choice
0.7638	0.8499	(CIV)Virtue of citizenship
0.8315	0.8877	(COM)Sense of competence in the job
0.7645	0.8490	(CON)Job Consciousness
0.7638	0.8492	(COU)Respect and reverence
0.9450	0.9509	(EMP)Empowering employees
0.8971	0.9286	(IMP)Sense of being effective
0.8246	0.8837	(MEA)Sense of meaningful job
0.9208	0.9307	(OCB)Organizational Citizenship Behavior
0.8284	0.8862	(PAR)Sense of partnership with others
0.7953	0.8660	(SPO)Chivalry

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RESULTS AND DISCUSSION

Data Results and Analysis

Type of data distribution (normality):

Table 5: Kolmogorove- Smirnov test results for data distribution

Human resources empowerment					Organizational Citizenship Behavior					
Sense of partnership with others	Sense of being effective	Sense of having a choice	Sense of competence in the job	Sense of meaningful job	Respect and reverence	Altruism	Chivalry	Virtue of citizenship	Job Consciousness	
231	231	231	231	231	231	231	231	231	231	Number of data
3.4578	3.6006	3.5184	3.6245	4.0790	4.1959	3.8766	3.7998	3.6872	4.1775	average
.91045	.90883	.92221	.86410	.68523	.55638	.63626	.71567	.93881	.61228	Standard deviation
.109	.101	.087	.149	.111	.148	.164	.181	.106	.138	Absolute value of maximum deviation
.049	.072	.081	.078	.056	.108	.113	.134	.106	.110	The maximum Positive deviation مثبت
-.109	-.101	-.087	-.149	-.111	-.148	-.164	-.181	-.076	-.138	The maximum Negative deviation منفى
1.105	1.328	1.243	.913	.617	1.121	1.141	1.257	1.153	.921	The Z score
.168	.059	.091	.358	.710	.162	.118	.279	.196	.357	Significance level

Table 6: Inferential statistics related mean test

Inferential statistics						Variables	
95% interval difference	confidence for the	Test scores equal to 3	Significant number	Degree of freedom	t		
Upper limit	Lower limit	The average difference					
1.2569	1.0981	1.17749	.000	230	29.229	Job Consciousness	Citizenship Behavior
.8089	.5655	.68723	.000	230	11.126	Virtue of citizenship	
.8926	.7070	.79978	.000	230	16.985	Chivalry	
.9591	.7941	.87662	.000	230	20.941	Altruism	
1.2680	1.1238	1.19589	.000	230	32.668	Respect and reverence	
1.1678	.9902	1.07900	.000	230	23.933	Sense of significant job	Human resources empowerment
.7365	.5124	.62446	.000	230	10.984	Sense of competence in job	
.6380	.3988	.51840	.000	230	8.544	Sense of having a choice	
.7185	.4828	.60065	.000	230	10.045	Sense of being effective	
.5758	.3398	.45779	.000	230	7.642	Sense of partnership with others	

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Because the level of the obtained significance was more than 0.05 for all Research variables, H0 hypothesis and normality claim of data distribution will be accepted.

The suitability of the Research variables:

As can be seen in Table 6, significance level obtained for all variables is less than 5%, and therefore H0 is rejected at the 5% error level and as a result, these variables are in suitable condition.

Check the Main Hypothesis

The main hypothesis: Organizational Citizenship Behavior has a significant and positive impact on human resources empowerment in Khorasan WWC.

In Figure 3, the model is shown in the case of significant numbers. Statistic-T (T-value) shows the Significance of variable effects to each other. If the value of T is more than 1.96, i.e. there is a positive and significant effect. If it is between the +1.96 and -1.96, there is not a significant effect, and if it is less than -1.96, the effect is negative but significant.

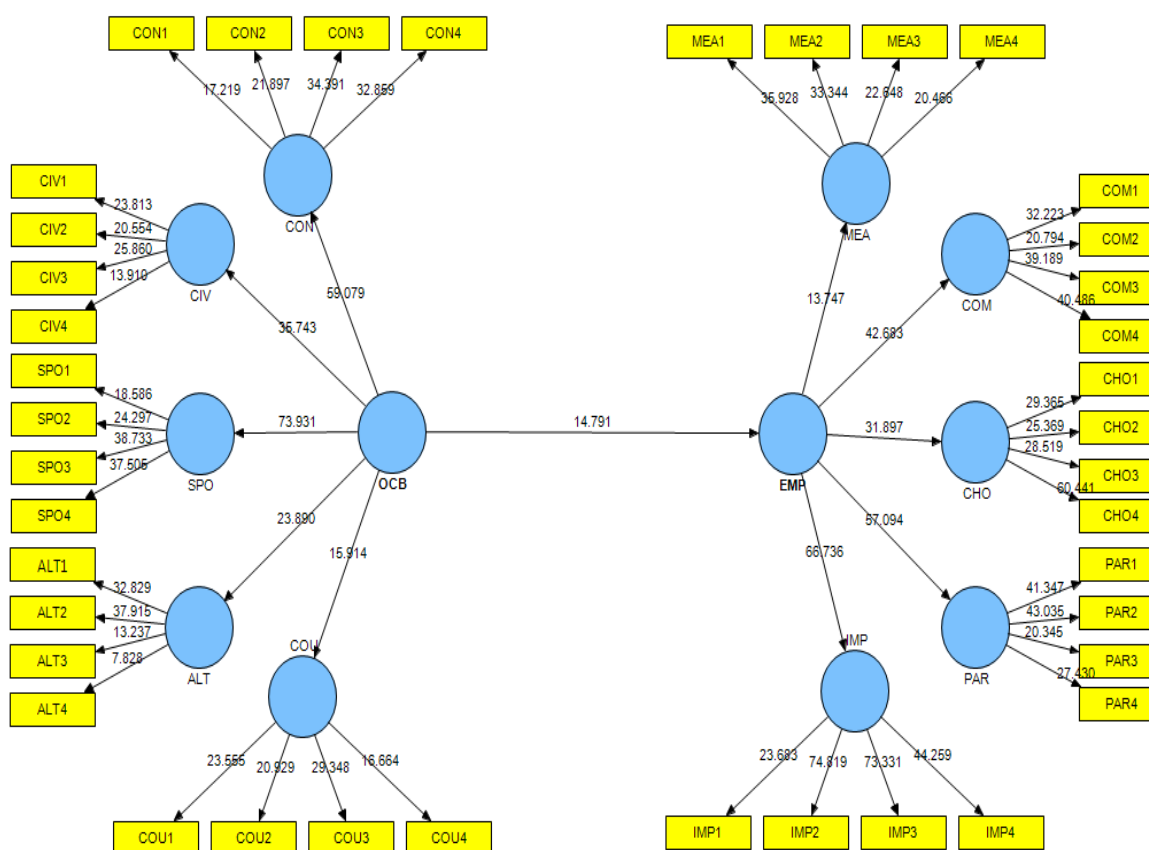


Figure 3: Test results in significant numbers case

Table 7: The path coefficient and a significance amount of first hypothesis

Hypothesis	Path coefficient	T-statistics	Test result
Citizenship Behavior Empowerment	0/623	14/791	Hypothesis confirmation

According to the results in Table 7, the path coefficient 0.623 and the significance value (14.971), it can be argued that in 95 percent confidence level, Organizational Citizenship Behavior has a significant positive impact on human resources empowerment.

Sub-hypothesis checking:

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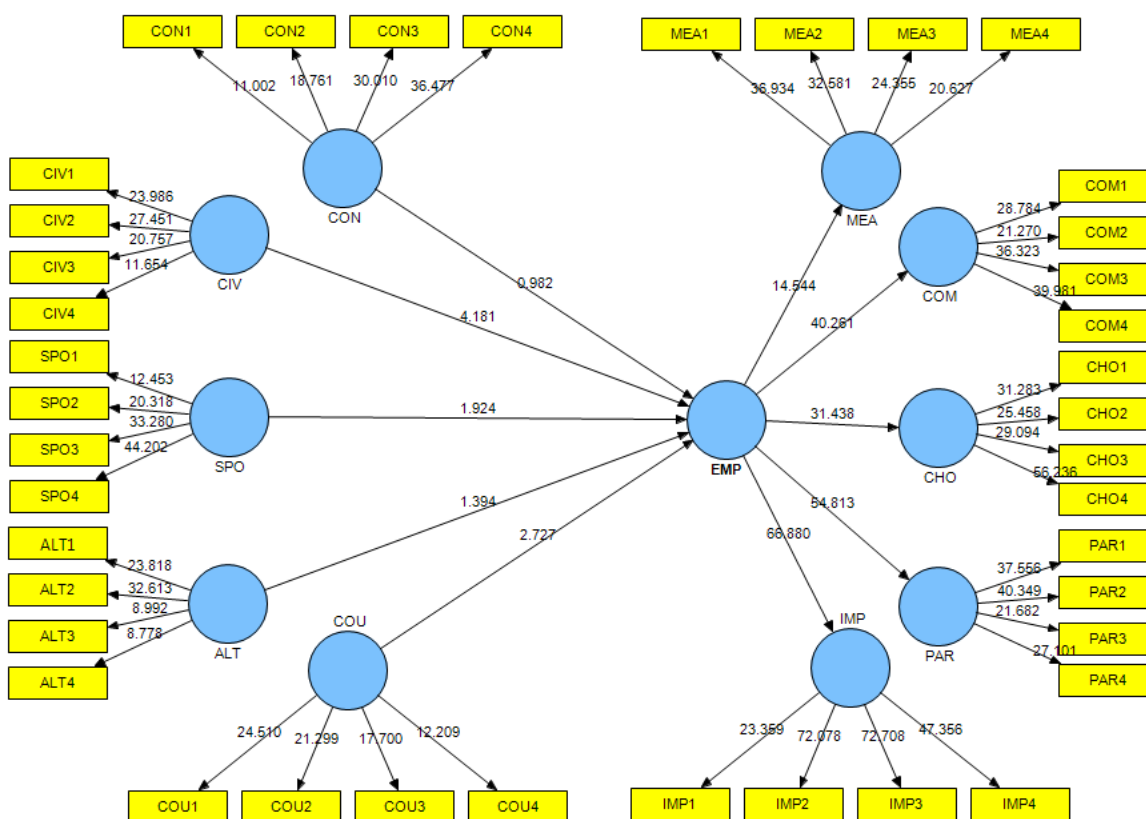


Figure 4: Test results in significance amount mode.

Table 8: The path coefficient and a significance amount of sub-hypotheses

T-statistics	Path coefficient	Hypothesis
-0.1025	0.9816	Job Consciousness Empowering employees
4.1809	0.4702	Virtue of citizenship Empowering employees
1.9240	0.2792	Chivalry Empowering employees
1.3943	-0.1061	Altruism Empowering employees
2.7272	0.1890	Respect and reverence Empowering employees

According to the results of Figure 3 and Table 8, the path coefficient and significance value it can be noted in the 95 percent confidence level:

- The impact of "Consciousness" on "Human resources empowerment» is 0.9816 and significance amount is -0.1025 (Hypothesis rejection)
- The impact of "civic virtue" on "Human resources empowerment» is 0.4702 and significance amount is 4.1809 (Hypothesis confirmation)
- The impact of "chivalry" on "human resources empowerment" is 0.2792 and significance amount is 1.924 (Hypothesis rejection)
- The impact of "altruism" on "Human resources empowerment» is -0.1061 and significance amount is 1.3943 (Hypothesis rejection)

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- The impact of "Respect and reverence" on "Human resources empowerment» is 0.1890 and significance amount is 2.7272 (Hypothesis confirmation)

Discussion

Reviewing the studies and researches related to the subject from various sources such as universities and research centers in the country, as well as Internet sites linked to institutions, universities and scientific and research centers, provision of resources and also external sites or resources, emphasize the fact that despite extensive and similar research about this subject in and different organizations and countries, again, the need is felt. Because empowerment have brought countless benefits and employee's behavior and organizational features are also constantly changing. In other words, employee empowerment and organizational citizenship behaviors categories are not always permanent and today in order to succeed in a competitive market, enterprises have forced to improve the capabilities of their employees and otherwise they are doomed to failure.

Table 9: Comparison of (differences and similarities) in the current study to previous research

Row	Year	Scholar	Summary and Comparison
1	1391	Parhiz kar and others	The researchers concluded that there is a direct relationship between employee empowerment and organizational citizenship behavior at the National Bank of Esfahan province that is consistent with the result of our study (main hypothesis confirmation).
2	1390	Ismaili and others	In their study, the researchers demonstrated there is a significant correlation between Empowerment of Bureau of Physical Education Tehran staff and its components and their organizational citizenship behavior by confidence level 0.99. Also it was consistent with the results of our study (main hypothesis confirmation) was consistent also with respect to the components of Organizational Citizenship Behavior, with two components (Virtue of citizenship, and Respect and reverence), it was different from the three components (work ethic, generosity and kind friendship).
3	1390	Khajeh Bahrami and others	The researchers concluded in their study, there is a significant and positive relationship of between empowerment and organizational citizenship behavior in Kerman PE teachers that was consistent with the results of our study (main hypothesis confirmation) was consistent also with respect to the components of Organizational Citizenship Behavior, with two components (Virtue of citizenship, and Respect and reverence), it was different from the three components (work ethic, generosity and kind friendship).
4	1389	Khalesi and others	Between organizational citizenship behavior and employee empowerment in health centers of Tehran University, there is a significant correlation that was consistent with the results of our study (main hypothesis confirmation).
5	2012	Rabiatul and Agus	Between (TQM) total quality management, empowerment, commitment and organizational citizenship behavior management in Islamic banks in Indonesia, there is a significant and positive correlation that was consistent with the results of our study (main hypothesis confirmation).
6	2011	Bagheri and others	Between empowerment and organizational citizenship behavior, there is a correlation that was consistent with the results of our study (main hypothesis confirmation).
7	2010	Gilbert and others	Between organizational citizenship behavior and employee empowerment, there is a significant and positive correlation that was consistent with the results of our study (main hypothesis confirmation).
8	2004	Bogler and Somech	Among Empowerment and organizational citizenship behavior of teachers in Israeli schools, there is a significant and positive correlation that was consistent with the results of our study (main hypothesis confirmation).

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This study in line with similar studies in a new organization with specific features that is changing day by day deals with the impact Organizational Citizenship Behavior on human resource empowerment. In this section we have mentioned a comparison between this study and other similar studies.

In this section, the study findings are reported. Results must be accompanied by tables, graphs, forms and statistics and also include a description and analysis of the data is in Persian.

Conclusion

Organizational citizenship behaviors as defined are a set of voluntary behaviors that are undertaken by members of the organization and make improvement in the effectiveness and efficiency of their organization's performance. On the other hand, organizations with competent, committed, skilled and motivated employees will be able to adapt to changes and compete better.

Employee empowerment is one of the most effective techniques to increase employee productivity and optimal use of the capacity of individuals and groups in organizational objectives and it is clear that the directors and officers of any organization are seeking to promote organizational citizenship behaviors and empower their employees. Municipal Water and Wastewater Companies services as the most important services institutions in the cities are not exception from this rule and as they acknowledge in its strategy and policy, they are seeking to preserve and enhance motivation, performance and health of employees as the most valuable thing in the company in order to continuously improve productivity and enhance the quality of families life.

In the present study, we comprehensively examined the impact of Organizational Citizenship Behavior in human resources empowerment in Khorasan Razavi water and waste-water Company:

- Since the Organizational Citizenship Behavior has a significant and positive impact on human resources empowerment in Khorasan Razavi water and waste water company, we can conclude that the managers and authorities of these areas can be hopeful to empower their employees by planning in this regard. Various factors can affect the Organizational Citizenship Behavior that considering the job satisfaction, organizational commitment, organizational justice, employees personal characteristics, job characteristics, organizational characteristics and leadership behaviors as related suggestions are offered in this area and since many articles and research are done about all above areas all these areas, , managers and officials of water and wastewater company can use similar methods in their organization.

- Since the impact of, "Virtue of citizenship" and "Respect and reverence" components from Organizational Citizenship Behavior components on human resources empowerment in Khorasan water and waste water company was significant, the managers and authorities of these areas can be hopeful to empower their employees by planning in this regard. Factors that can affect the components of Organizational Citizenship Behavior are as factors that affect the Organizational Citizenship Behavior. The level of the factors is variable that more research should be done on the level of each of these factors. For example, in some employees, manager's behavior and management method may have more impact, but for some others, kind of job and for some others, organizational justice does so. However, special attention to this issue make employees empower and has extreme benefits.

- Since the impact of "Consciousness", "generosity" and "altruism" components of Organizational Citizenship Behavior on human resources empowerment in Khorasan water and waste water company, was not significant, which in itself is interesting, we can conclude that the managers of these areas are looking to increase human resource capacity; they don't require planning as two components.

In short, it could be said that managers, administrators, researchers, professors, students and all those interested in the various spheres which work out about the impact of organizational citizenship behavior on human resources empowerment, with regard to present research, can bring numerous advantages for their organization. Of course, as the organizations have special differences in terms of human resources and structures, these differences will be effective in planning type and their durability.

Recommendations for Future Research

Given the results of this study, the following recommendations for future research seem necessary.

- Providing models for promoting organizational citizenship behavior in today's turbulent environment, and workers with different characteristics

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- The impact of organizational citizenship behavior on human resources empowerment other than water and waste water company environment
- Typology of Organizational Citizenship Behavior degradation challenges ways of coping them

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