Relationship Between Psychological Empowerment of Employees and Organizational Citizenship Behavior

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Abstract: The aim of this article is to study and identify the relationship between psychological empowerment of employees and organizational Citizenship behavior in water and waste water company. Regarding the purpose this research is functional and the method is measurable-correlative and the statistical society of employees are 211 people. Data collecting tools include two standard questionnaires; one referring to Spreitzer psychological empowerment and the other one is about Orgun and Kanowski organizational Citizenship behavior whose fluency and maintenance were proven through conceptual method and Cronbach Alpha coefficient with 0.854 and 0.903 respectively. The results have indicated that there is a direct and meaningful relationship between indicators of psychological empowerment of employees such as feeling of being qualified, independent, efficient, and meaningful and civic behavior.

Key words: empowerment, psychological, organizational Citizenship behavior, employees

INTRODUCTION

Nowadays all organizations are partly influenced by fast technological developments and they have to accept alongside changes in their whole organizational aspects. The base and starting point of these changes is empowerment and correct use of human resources. Certainly, empowerment programs are not only to create changes in trends and understandings, but also to educate active and talented behaviors which can affect organizational conclusions. (Boundaries et al, 2009). Most organizations have been performing empowerment programs in recent decades like self-controlled job groups, extensive quality management, job re-engineering, and so on. It is crystal clear that these programs will enhance efficiency of employees and also creativity and innovativeness. (Jean – Sebastian, Boundaries et al 2009). Authors of organizational behavior in their recent studying about organizational civic behavior have concluded that presenting such behaviors by employees introduces a framework through which managers can first reduce organization need to spend precious resources to do simple jobs with managing mutual connections between people inside one work group and help enhancing efficiency through releasing this valuable resources and second, allow people to do their responsibilities like programming, problem solving and so on much more carefully with releasing time and energy. The result of all these activities would be increasing success to get collective achievements. (Raub, 2008). Orgun defines organizational Citizenship behavior as individual behaviors that are optional (voluntarily) and conscious those were not recognized directly and clearly by organizational reward system and organization operation assessment system; therefore, it has a very remarkable effect on organization efficiency. We mean by optional that it is not included in necessary principals of employee’s duties and responsibilities (Chen et al, 2009). Since urban water and waste water company has been given to private sector for several years to improve and increase efficiency, it has to create changes in the kind of human resources management emphasizing on empowerment of employees and at last creating Citizenship behavior among employees. So, the major concern of this article is whether there is a meaningful relationship between aspects of psychological empowerment of employees and organizational Citizenship behavior?

Empowerment means giving new responsibilities to managers and they must develop talents and capabilities of employees, persuade them to be risk-taker, and recognize their achievements (Evans & Lindsay, 2007). Empowerment is to inject energy and power into employees. The organization has to strengthen personal feelings of employees (Jeisler, 2005). It relates to some factors like authority abdication, career enrichment, and employees’ cooperation, so that, every empowered employee does the responsibility that he selected or he has been assigned for suitably without control or supervision of the others (Harely,2006,100). To be empowered is tendency to experience self controlling, to feel how important one is and to feel having freedom. Empowerment decreases diseases, absenteeism, job transporting and tensions (Avolio,2007). Conger and Caningo see empowerment as a process to develop self-satisfying feelings among employees. Conditions to train empowerment in people and prepare effective information using organizational operations and informal techniques were identified in this process (Ivancevich & et al, 2005). Empowerment is a process which gives the
Advantages of using empowerment can be totally divided into two categories:

1. Organizational advantages: a lot of researchers who focused on advantages of empowerment assume that there is a motive power beyond the efforts to be empowered in workplace. Global competition and changeable business environment make organizational changes inevitable as a response to increasing pressure to improve efficiency and operation. Organizations have to improve and develop controlling expenses, flexibility and quality. In fact organizations can witness a lot of improvements in economical operation although evaluating the economical advantages of empowerment is very difficult.

2. Individual advantages: while empowerment has got some organizational advantages, it provides lots of advantages for employees. Employees who see themselves empowered, report less contradiction and ambiguity in their duties, also experience more control in work place. They believe this reduces emotional restrictions.

Theorists in the field, Thomas and Wolthouse as the major ones, believe that empowerment is a multilateral subject that cannot be studied just as a special concept. They state that empowerment is the process of increasing inner motivation of people to do their duties that can be glorified as a collection of cognitive features:

A: Impact: It is the person’s capability to influence methodological, official, or operational results of his activities (Zoe S. Dimitriades, 2005). impact is the opposite side of weakness and powerlessness. Also it is different from control center but is influenced by that. Inner control center is a personality feature of a person that is fixed in various situations of his life (Regina Ma et al, 2006). Competency: competency or self deserving is the fact that person believes his capabilities to do the assigned duties successfully (Amichai et al, A, 2008).

B: Meaning: in fact meaning refers to agreement of job and career needs with personal behaviors, values and beliefs. (Cyert &March, 2007) empowered (powerful) people feel meaningful and they value the aims of their jobs. There is homogeneity between their standards and purposes and their present jobs and this activity is considered important in their value framework. (Regina, Ma et al, 2006).

C: Choice: this one refers to freedom of employees to choose needed activities of job responsibilities (Thomas & Velthouse,1990,Spritzer,1995). empowered people feel self control(self organized). This feeling is about choosing authority and initiating to organize the activities reflect the independence and continuance of processes (Spritzer,1995). under these conditions, their activities are results of their freedom and personal power. Empowered people feel responsible and also ownership about their activities (Littrell, 2007).

Spreeritzer (1992) in one of the best theoretical studying about empowerment ever done has identified five cognitive aspects (factors) for empowerment. These five key aspects are explained here: for managers to empower the others successfully, they must create these five characteristics in them. Successful empowerment means having these factors:

1. Competence (self- effectiveness): when people are empowered they feel themselves as self effective who are qualified and talented enough to do a job successfully. Empowered people feel they are not only qualified but certain to do an activity well enough. (Amichai et al.,A,2008). They feel personal mastery and believe they can learn and develop to face new challenges. (Spreitzer. G. M., & Doneson,D,2005).In such situations the person deserves himself for a job and feels sure that he can do it successfully. (Littrell, 2007)

2. Choosing right (self organizing): This means having selecting right and pioneering in setting the activities showing independence and process maintenance. Examples involve deciding on ways of doing a job or assessing effort rate to do it well. (Spritzer, 1995). So their actions are results of personal freedom and authority. Empowered people feel responsible and have right of ownership toward their jobs. (Littrell,2007,90). They are active and pioneer. They are able to do innovative activities willingly, decide independently and test new thoughts. They don’t see their jobs as pre-determined, controlled from outside, and constant and unavoidable, but they see themselves as the major controller. In conclusion, empowered people have inner controlling center. (Alsop & Heinsoh, 2005).

3. Impact (personal consequences) (accepting the results personally): It means the person’s ability to influence important, official or operational consequences of his activities. (Zoe S. Dimitriades,2005). Impact is the opposite side of inability, also, it is different from controlling center and influenced by that. Inner controlling center is a personal characteristic that is constant in different stages of life. (Regina Ma et al,2006). Feeling efficient at work is completely related to self controlling. For people to be empowered they must feel not only whatever they do has an impact but they themselves are able to create such effect. That is to say to have this result alongside the empowerment feeling, the one must feel he has power of controlling the production consequences; therefore, having a kind of personal control is needed for health and empowerment alike. (Spreitzer. & Doneson,2005)
4. Feeling of being important (being valuable): It means conformity of job necessities with beliefs, values and personal behaviors. Without regarding organizational compulsion people are intended to try to achieve the goals meaningful for them. In fact employees prefer to work with people who have similar values as them (Cyert & March, 2007). Empowered people feel meaningful and they value the goals working on them. There is homogeneity between their ideals and standards and whatever they do and their activities are regarded significant in their value system. (Regina Ma et al., 2006). Getting personal benefit doesn’t guarantee to be meaningful. For instance, although serving the other people might not have personal reward, it is much more meaningful than a high profit job. Often applying employees to do less meaningful or meaningless jobs cost a lot for companies. Self- alienation arises from being meaningless and motive and energy comes from being meaningful. (Erge1ni et al., 2007) Value of a goal is based on a person’s ideals and standards.

5. Feeling of trust in others: at last but not least, empowered people have a feeling called trust. They are sure of being treated fairly and equally. They are certain that the final consequence of their jobs would be fair and happy not loss and damage even if they are at inferior jobs. This feeling usually means that they are sure that authorities in power don’t harm them and they will be treated impartially. Even if the powerful authorities are not flexible and correct, the empowered people keep the personal trust and they believe that there is no harm as a result of that trust. (Zand, 1972)

In contrast to increasing tendency of management scientific resources to empowerment, Spreitzer (1995) believes that lack of psychological empowerment in workplace (gotten from theories) prevents more researches and studying. He says that empowerment is a continued variable in which employees may experience its different levels. (Moyle & Henkin, 2006)

In his empowerment model, Spreitzer assumes that empowerment is a medium between social structure relationships and behavioral conclusions. He thinks that empowerment is like changing basic or radical structure of traditional hierarchy to basic and challenging structure of contemporary organizations. It is a reciprocal process psychologically, in which people can control their own lives, and then changing the social structure of an organization is needed to change individual behavior. In real, the route of empowerment is a very long one that starts with a reciprocal mental change and leads to a powerful behavior gradually; since empowerment should be a live experience, there is only one way. Whatever workers do about their jobs in a company must be a real presentation of them (a label to satisfy and grant their desires and personal benefits) and a strong feeling of personal empowerment can lead to such behavioral consequence. (Spreitzer, 1995)

Organizational Citizenship Behavior:
Katz and Kahn in their book named organizations social psychology assert that companies and institutions need employees who perform beyond necessities and requirements of their real duties to do responsibilities effectively. They point out that in every system there are plenty of cooperative activities and none of these identities can grant the purposes unless doing them completely. Very limited numbers of these activities are mentioned in the detailed description of employees’ jobs. A lot of them are out of their responsibilities (not mentioned formally and written) and it is needed to pay enough attention to them in order to achieve organizational effectiveness. So organizational c Citizenship behavior has a major role in enhancing personal and organizational operation as a kind of behavior. (Kernodle, 2007). Orgun in his book called organizational Citizenship behavior: sign of a good soldier defines this as personal behaviors which are optional (voluntarily) and conscious those are not recognized directly and clearly by organizational reward system and organizational operation assessment system; therefore, it has a very remarkable effect on organization efficiency. We mean by optional that it is not included in necessary principals of employee’s duties and responsibilities. (chen et al,
Orgun believes that organizational civic behavior is not included in employees commitment and not performing it doesn’t lead to any punishment. (Podsakoff, Mackenzie, et al, 2006). Regarding the fact that increasing efficiency is always one of managers’ concerns, understanding organizational civic behavior and its effective factors is a very important and useful step that must be taken in this route. (Morkoczy, and Xin, 2005)

Organizational Citizenship behaviors are collections out of necessary behaviors of people at work but play an important role in creating a desirable social and mental atmosphere. These behaviors have turned into an extensive field in management and organizational researches at least during last 25 years. (Blakely, Andrews & Moorman, 2005). Organizational Citizenship behavior is social and efficient beyond responsibilities. (Aree, 2009)

The key factors to define Organizational Citizenship behavior include:

- kind of behavior which goes beyond something defined by the organization
- kind of unknown behavior
- behaviors which are not rewarded and recognized by the organization formally
- behaviors which are vital for organization’s function, efficiency and successful operation. (Aree, 2009)

Aspects and indicators of Citizenship behavior

Podsakoff, Mackenzie, Puine, and Bachrach (2006) identified the indicators of Citizenship behavior as following:

2. Helping behavior: helping out the others voluntarily (excessive generosity, peace, hope, motivation) and preventing work problems (respect) like praising coworkers’ accomplishments which bring positive stimulation for them (Ibid, 526)
3. Citizenship nobleness: responsible cooperation and being interested in organization survival which include high level of interests and commitment. (Ibid, 527)
4. Conscience: behaviors beyond job requirements that refer to attendance, obeying the rules and regulations, leave of absence, and so on. (Ibid, 527)
5. Abeyance: accepting and internalizing the rules. It is the organization’s rules and regulations that make employees obey them even if there is not any control.
6. Faithfulness: a kind of identity and obeying the manager and organization completely and going beyond collective interests of people, being serious in advertising the organization, supporting it against strangers, defending it facing outer threats and staying faithful even in opposite situations.
7. Self growth: voluntary activities of employees to enhance knowledge, skills, job capabilities, and getting along with last information in one’s professional field including three aspects of social cooperation, supportive cooperation and job cooperation. (Ibid, 527)

We may say that the most reliable divisions about indicators of organizational Citizenship behavior was presented by Orgun which has been used in many researches:

1. Social customs
2. Philanthropy
3. Work behavior
4. Generosity
5. Politeness (Markoczy, Xin, 2004).

Social customs, conscience, and philanthropy are introduced as active and positive helping indicators. Social customs are behaviors emphasizing on cooperation in organizational social life. Conscience is a behavior beyond the determined necessities of organization at workplace (like working late just to help the company). Philanthropy is helping the coworkers in performing their duties and responsibilities. (Castro et al, 2004) Generosity and politeness are indicators which show avoidance of damaging the company. Generosity is patience facing the unavoidable disturbance and extortion without complaining while politeness is thinking about the fact that one’s activities may influence the others. (Markoczy, Xin, 2004).

The aim of this article is to study whether there is a relationship between psychological empowerment of employees and organizational Citizenship behavior. In order to get this goal, we presented one main theory and four minor Hypotheses:

Main Hypotheses: there is a relationship between psychological empowerment of employees and organizational civic behavior.

Minor Hypotheses 1: there is a relationship between feeling of being qualified and organizational Citizenship behavior.

Minor Hypotheses 2: there is a relationship between feeling of being independent and organizational Citizenship behavior.
Minor Hypotheses 3: there is a relationship between feeling of being efficient and organizational Citizenship behavior.

Minor Hypotheses 4: there is a relationship between feeling of being meaningful and organizational Citizenship behavior.

Theoretical Framework:
The research theoretical framework shown on picture 2, concerns about studying relationship between four aspects of psychological empowerment that are feeling qualified, independent, efficient and meaningful and psychological empowerment of employees in water and waste water company in Iran.

Fig. 2: Conceptual framework.

Buglar and Somech (2004) have concluded in their studying that teachers’ organizational civic behavior is average and there is a meaningful relationship between empowerment, job commitment and professional commitment. Also, regarding the findings of this research about four aspects of organizational Citizenship behavior like philanthropy, conscience, generosity and Citizenship behavior has demonstrated that they are related with empowerment of employees.

Khalesi et al. (2009) studied the relationship between organizational Citizenship behavior and every one of its four aspects and empowerment of employees. The results have shown that in health centers, philanthropy, conscience, generosity and forgiveness (out of four aspects) are in desirable level but Citizenship behavior is not. The highest level is for conscience. He concluded at last that paying enough attention to concepts of organizational Citizenship behavior and helping to its settlement can be very useful in enhancing human resources in health care centers.

MATERIAL AND METHODS

Regarding the purpose this research is functional and the method is measurable-correlative. Studying people were 211 employees of water and waste water company in Iran who were selected based on simple random sampling. Data collecting method was field study and tools include two standard questionnaires. Spreitzer psychological empowerment of employees (1995) with 15 questions. From the beginning first 4 items about feeling qualified, next 4 items about feeling independent, 3 items about being efficient, and the last 4 items about being meaningful. The other questionnaire is Kanowski and Orgun’s organizational Citizenship behavior (1996) with 15 questions. Fluency and maintenance were proven through conceptual method and Cronbach Alpha coefficient with 0854 and 0903 respectively. To analyze the data Spearman correlative coefficient, Wilcoxon and Kai Square tests were utilized.

Results:
To test minor theory 1 which says there is a relationship between feeling qualified and organizational Citizenship behavior, Square Kai test was used and the results are in table 1.
### Table 1: Test results % (Square Kai).

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>26.200(a)</td>
<td>4</td>
<td>.005</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>26.869</td>
<td>4</td>
<td>.003</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>17.102</td>
<td>1</td>
<td>.014</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>211</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*a 3 cells (33.3%) have expected count less than 5. The minimum expected count is .68.

As can be seen in the table, Since tested meaning level (0.005) is smaller than standard error level (0.01), also on first row of this table we have 26.200 that is referring to Square Kai test and larger comparing to error level of 0.01 and freedom degree of 6 that is 16.81 in \( \chi^2 \) table, therefore, the studying theory was proven. Moreover the theory was proven using Spearman correlation coefficient (0.168) and meaning level (0.004).

### Table 2: Wilcoxon test results about the first sub theory.

<table>
<thead>
<tr>
<th>Test Statistics(b)</th>
<th>shahrvandi - shayestegi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z</td>
<td>-10.596(a)</td>
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<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.000</td>
</tr>
</tbody>
</table>

*a Based on positive ranks.

*b Wilcoxon Signed Ranks Test

Results of willcoxon test have shown that positive attitudes are more than negative ones in all variables and they were proven with meaning level of (0.000)

To test minor theory 2 which says there is a relationship between feeling independent and organizational Citizenship behavior, Square Kai test was used and the results are in table 3.

### Table 3: Test results % (Square Kai).

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>22.678(a)</td>
<td>6</td>
<td>.001</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>22.285</td>
<td>6</td>
<td>.001</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>17.474</td>
<td>1</td>
<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>211</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*a 4 cells (33.3%) have expected count less than 5. The minimum expected count is 1.48.

As can be seen in the table, Since tested meaning level (0.001) is smaller than standard error level (0.01), also on first row of this table we have 22.678 that is referring to Square Kai test and larger comparing to error level of 0.01 and freedom degree of 6 that is 16.81 in \( \chi^2 \) table, therefore, the studying theory was proven. Moreover the theory was proven using Spearman correlation coefficient (0.289) and meaning level (0.000).

### Table 4: Wilcoxon test results about the second sub theory.

<table>
<thead>
<tr>
<th>Test Statistics(b)</th>
<th>shahrvandi - esteghlal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z</td>
<td>-7.621(a)</td>
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<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.005</td>
</tr>
</tbody>
</table>

*a Based on negative ranks.

*b Wilcoxon Signed Ranks Test

Results of willcoxon test have shown that positive attitudes are more than negative ones in all variables and they were proven with meaning level of (0.005)

To test minor theory 3 which says there is a relationship between feeling efficient and organizational Citizenship behavior, Square Kai test was used and the results are in table 5.
Table 5: Test results % (Square Kai).

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>19.003(a)</td>
<td>8</td>
<td>.007</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>20.135</td>
<td>8</td>
<td>.010</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>11.517</td>
<td>1</td>
<td>.001</td>
</tr>
</tbody>
</table>

N of Valid Cases 211

a 7 cells (46.7%) have expected count less than 5. The minimum expected count is .23.

As can be seen in the table, Since tested meaning level (0.007) is smaller than standard error level (0.01), also on first row of this table we have 19.003 that is referring to Square Kai test and larger comparing to error level of 0.01 and freedom degree of 6 that is 16.81 in $\chi^2$ table, therefore, the studying theory was proven. Moreover the theory was proven using Spearman correlation coefficient (0.249) and meaning level (0.000).

Table 6: Wilcoxon test results about the third sub theory.

<table>
<thead>
<tr>
<th></th>
<th>Test Statistics(b)</th>
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<tbody>
<tr>
<td>Z</td>
<td>-5.217(a)</td>
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<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.004</td>
</tr>
</tbody>
</table>

a Based on negative ranks.
b Wilcoxon Signed Ranks Test

Results of willcoxon test have shown that positive attitudes are more than negative ones in all variables and they were proven with meaning level of (0.004)

To test minor theory 4 which says there is a relationship between feeling meaningful and organizational Citizenship behavior, Square Kai test was used and the results are in table 7.

As can be seen in the table, Since tested meaning level (0.000) is smaller than standard error level (0.01), also on first row of this table we have 24.219 that is referring to Square Kai test and larger comparing to error level of 0.01 and freedom degree of 6 that is 16.81 in $\chi^2$ table, therefore, the studying theory was proven. Moreover the theory was proven using Spearman correlation coefficient (0.265) and meaning level (0.000).

Table 7: Test results % (Square Kai).

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>24.219(a)</td>
<td>4</td>
<td>.000</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>18.734</td>
<td>4</td>
<td>.006</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>14.981</td>
<td>1</td>
<td>.004</td>
</tr>
</tbody>
</table>

N of Valid Cases 211

a 3 cells (33.3%) have expected count less than 5. The minimum expected count is .68.

Table 8: Wilcoxon test results about the forth sub theory.

<table>
<thead>
<tr>
<th></th>
<th>Test Statistics(b)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z</td>
<td>-9.753(a)</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.000</td>
</tr>
</tbody>
</table>

a Based on positive ranks.
b Wilcoxon Signed Ranks Test

Results of willcoxon test have shown that positive attitudes are more than negative ones in all variables and they were proven with meaning level of (0.000)

To test the main theory which says there is a relationship between psychological empowerment of employees and organizational Citizenship behavior, Square Kai test was used and the results are in table 9.
Table 9: Test results % (Square Kai).

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>20.756(a)</td>
<td>4</td>
<td>.000</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>15.938</td>
<td>4</td>
<td>.003</td>
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<tr>
<td>Linear-by-Linear Association</td>
<td>11.415</td>
<td>1</td>
<td>.001</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>211</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a 3 cells (33.3%) have expected count less than 5. The minimum expected count is .83.

On first row of this table we have 20.765 that is referring to Square Kai test and larger comparing to error level of 0.000 and freedom degree of 6 that is 16.81 in $\chi^2$ table, therefore, the studying theory was proven. Moreover the theory was proven using Spearman correlation coefficient (0.212) and meaning level (0.002).

Table 10: Wilcoxon test results about the main theory.

<table>
<thead>
<tr>
<th>Test Statistics(b)</th>
<th>shahrvandi - tavannand</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z</td>
<td>-4.788(a)</td>
<td>.000</td>
</tr>
</tbody>
</table>

a Based on positive ranks.

b Wilcoxon Signed Ranks Test

Results of willcoxon test have shown that positive attitudes are more than negative ones in all variables and they were proven with meaning level of (0.000)

Conclusions:

Results of testing theories have shown that there is a direct and meaningful relationship between organizational Citizenship behavior and psychological empowerment of employees. Accepting the tested theories we can asset that psychological empowerment of employees and organizational Citizenship behaviors are related positively and meaningfully. We concluded that employees who help the others beyond their real responsibilities and obey the organizations accepted policies will improve and enrich the public environment; therefore, they have a positive impact on whole organization and also they influence employees’ cooperation in programs and consequently improve their empowerment and behavior. So, water and waste water company in Iran can enhance Citizenship behavior through strengthening some indicators of psychological empowerment such as feeling qualified, independent, meaningful and efficient. In summary, in order to know the organization and study Citizenship behavior and operation of organization members, knowing psychological empowerment of employees would be a very primary step. One of the most important features of organizations in today changeable conditions is having employees who cooperate in organization’s successful changes willingly without being forced. Behaviors which go beyond the formal expectations of the job, are very vital for organization to survive and defined as organizational Citizenship behavior. Appearing these behaviors need strong roots and support which make employees present the behaviors? Psychological empowerment which is defined as inner motivation is very significant in explaining social interaction of organizational Citizenship behavior.

Empowered or capable employees are encouraged and able to start organizational Citizenship behavior and make it over.

The results have shown that organizational Citizenship behavior has got positive effect on empowerment of employees and improves service quality. Employees, who have this behavior, are able to improve service quality and enhance their empowerment since they try to do their best in helping the others. These results are homogenous with Buglar and Somech. They concluded that teachers’ organizational Citizenship behavior is average and there is a meaningful relationship between empowerment, job commitment and professional commitment. So, the managers are supposed to pay special attention to empowerment concepts of employees alongside improving organizational Citizenship behavior as a beneficial investment. This is very important to develop human resources and to grow and blossom their abilities. The managers must encourage employees to have positive attitude toward organization and cooperate more in accepting responsibilities and consequently they will witness empowered employees at work.
REFERENCES


