

The impact of Psychological Climate on Organizational Citizenship Behavior, The Mediator Role of Psychological Empowerment

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Abstract

In today's environment, the complexity of the relationship between staff and costumers is increasing. Responsiveness to this complexity not only requires the existence of a capable workforce, but also requires a suitable work environment that facilitates this type of accountability. There is also a need for a distinctive service culture to tell employees how to respond to new, unpredictable and unpleasant situations. The empowerment seems to work in this regard. The present study aims at presenting the dimensions of the work environment of employees regarding the psychological empowerment of employees and the psychological climate with organizational citizenship behavior in Isfahan

Steel melting Co. The information was collected through an individual questionnaire. The analysis of confirmatory and exploratory factors is also used to determine the scales that evaluate the three dimensions of the study before examining the relationship between them using the structural equation model. The results show that the dimensions of the psychological climate have a positive impact on the psychological empowerment and also it has a positive impact on organizational citizenship behavior.

Key words: organizational citizenship, Psychological Empowerment, Psychological climate

Introduction:

Organizations have undergone tremendous and shocking developments and transformations in the recent years. General management practices and strategies such as learner organization, employee empowerment, high level attachment businesses lead employees towards self- directing and pivotal learning. It leads to organizational optimal use of human resources. Of course, the resources

of the country have been considered as the most valuable and rarest factor of each organization. For example, one of the cases that is considered very much is psychological empowerment and citizenship behavior .Abundance of information and resources and possible available solutions of increasing customers needs increase the complexity of interactions between service providers and customers. This ambiguity not only requires the presence of a responsive labor force but

also it needs a work environment that facilitates this type of accountability. Gröners also argues that it is necessary to have a distinct service culture in order to tell employees how respond to a new unpredictable, backwash and unpleasant situation. It seems that empowerment is efficient in this regard because it allows the employees to have the necessary flexibility in making instant decisions for customer satisfaction.

Variables such as conscience and psychological climate that make a sense of intrinsic obligation and commitment and understanding the environment, hearth satisfaction, organizational obligation and practical commitment to the duties those humans are supposed to do (**Boorman, Paner, 2001**). On the other hand, it increases organizational citizenship behavior, productivity of employees and organizational groups, communication, collaboration and assistance among employees. It also reduces the rate of mistakes, increases the participation and involvement of employees in the organization's affaires and provides a good and suitable climate (Castro et al, 1386).

The current study is done to introduce the dimensions of the psychological climate that are associated with the perceptions of psychological empowerment and organizational citizenship behavior in Isfahan

- 1- A structural approach that demonstrate that environments are developed in term of aspects of field of work.
- 2- Selective absorption reduction approach that states that organizational and personal processes combine each other in order to create homogenous relationships in organizations.
- 3- Social behaviorism approach that states that social behavioral context can explain identity and semantics. It is expected that members of the organization and the environment determine each other status in a mutual manner.

Steel melting co. A better understanding of the relationship between these organizational factors and employees' experiences of empowerment helps the organization to manage their support in empowering the working environment.

Literature:

1-psychological climate:

In organizations and industries as well as in other sectors of society, each new member hopes to face a suitable climate in the first professional contact with the workplace in order to meet its economic, social and psychological needs in a desirable way .One's perception of organizational variables that make up his/ her psychological climate leads to his/ her mental imagination of the organization. The psychological climate refers to perceptions and interpretations of manpower from the workplace. Each employee creates a psychological climate by interpreting one's perceptions in a meaningful way. The psychological climate can be conceived as a person's representativeness of the workplace (Ragazoni, 2002, Parker et al, 2003). The psychological climate is also a perceptual intermediate through which environmental influences are applied on attitudes and behavioral paths (Schneider, 1990). There are three conceptual approaches in this regard (Pin & Peg, 1976):

In this study ,social behaviorism approach is also the most appropriate approach because it explains the diverse perceptions that members of an organization or members of each part of their environment describe in the best way. It is the result of different levels of interaction. The psychological climate has been defined in a variety of dimensions but we have used the dimensions which are defined by Amenmi and Lockwood in this study.Amenmi and Lockwood have defined seven dimensions after reviewing previousresearch about psychological climate. These dimensions are as following: 1-1- work facilities: Robbins

suggested that better-educated staff understand the specific requirements for working conditions better than before and they have also the necessary support for experiencing the power and authority. Robbins also goes further and suggests that training is effective in developing emotions associated with support and it also concludes the organization's propensity and desire to invest on employees and thus improving psychological obligation and empowerment. Spritzer also argues that employees' training improves psychological empowerment in terms of needed skills and abilities.

1-2- client- orientation: Client- orientation is a set of activities that the organization does in order to support sales and customer service. Customer attention and customer service as well as customer satisfaction are at the top of the employees' activities. An organization which is client- orientation attends high quality product, quick answer to customer demands and customer relationships, so the way employees deal with client requires the exact training of the employees.

1-3- feedback: Feedback is critical in performance of employees and their organization. Employees need to have a timely and accurate activity report in order to be effective. The organization must provide feedback for employees in order to keep people competitive and empowered (Hodge, 2013). Although the feedback is not a magic elixir for the organization but having strategies for getting formal and informal feedback in the organization influenced on the performance and experience of employees particularly in the organization.

1-4- Role ambiguity: A certain occupational status in which some of the necessary information in carrying out a job is desirable, inadequate or misleading (So, one does not know what to expect from him in doing his job). Employees who experiences role ambiguity have a sense of uncertainty about their behaviors and do not know which ones

are appropriate or not appropriate. Researchers have shown that the ambiguity of the role is related to the lack information about the goals and working conditions as well as the responsibilities and duties that must be performed by individual (Yun, Takeuchi, & Liu, 2007; Burney & Widner, 2007; Marginson, 2006) .

1-5- Institutional support services: This kind of service is a service in an organization that colleagues and other departments within the organization as well as our suppliers and any one with whom we work provide in order to perform occupations in the organization. A supportive organizational culture provides an environment in which the needs of domestic customers which cannot usually be standardized or predicted are provided, even if it is at the expense of the adjustment or modification of domestic support services. Beshoff and Ellen (2000) suggested that although frontline employees provide end- to – end services to customers, they need full back-up employees in order to provide complete and accurate services. Quinn and Spritzer(1997) argue that empowered employees must feel that their unit has the necessary cooperation to solve issues that are related to their departments or other units or employees of the organization.

1-6- managing activity: Beshoff and Ellen suggested that employees receive their own line of thought in the organization from their manager and if their managers don't have a full obligation to organizational goals, employees will not have the necessary obligation to them too. The relationship between psychological management and psychological empowerment has also been confirmed in a study that has been done by Boudrias et al. Spritzer and Quinn (1997) argued that a precise and challenging perspective makes employees feel that they have the capacity of performing their tasks automatically.

1-7- communications/ information: Kettinger et al have shown that communication, information and knowledge- sharing are considered as factors of predicting the psychological climate of knowledge management in the organization. Robbins et al also suggested that knowledge – sharing creates a sense of greater obligation or commitment to the organization which is possible through sense of responsibility and engagement. The existence of information and communication creates a framework in the organization that serves as guidance for employees. The framework shows the employees that what it expect them to do, what they can do or they should not do or what rewards and penalties it has for them. The existence of information reduces complexity and ambiguity in the organization and it also eliminates the suspicion of actions taken or activities outside the workplace. Employees are assured that the organization carries out automated activities in spite of sufficient information in the organization and the borders are defined for them completely.

2- Psychological empowerment:

Employee empowerment is a modern attitude of intra-occupational motivation that means disengaging employees' internal forces and providing opportunities and conditions of thriving talents, abilities and competencies of employees. In addition, empowerment creates a positive attitude in employees toward their occupation and organization (Yaghoobi, 2011: 1603-1610). Empowerment encompasses a wide range of thinking in the field of human resource management as a common used managerial term and represents a broad range of managerial thinking and topics. Thomas and Velthouse (1990) introduced the concept of psychological empowerment in the literature for the first time and defined it as follows:

Empowerment is the process of increasing intra-occupational motivation which includes

4 cognitive domains: impact¹, competence², meaning³ and self determinant⁴. Spritzer (1998) defined psychological empowerment as a motivational concept which includes 4 dimensions of competence, autonomy (self determinant), meaning and impact.

Several authors have used the dimensions proposed by Thomas, Velthouse and Spritzer according to researches which were conducted in this field and further defined them as follows:

2-1- competence: It refers to the degree in which a person can perform job tasks skillfully and successfully. Self- efficacy or competence is a personal belief by which a person feels he/ she can carry out the assigned duties successfully (Bandura, 1997). This concept refers to the concept of Bandura social consciousness, self- efficacy, self command and expectation of performance quest.

2-2- meaning: It is an opportunity for people to feel that they are pursuing important and valuable career goals. They feel that they are moving in a way that their time and force are considered valuable. Meaning means the value of the goals of the job and the personal inherent interest in the job (Thomas & Velthouse, 1990). Meaning is the relevance between work obligations, beliefs, values and behaviors (Spritzer, 1998).

2-3- Autonomy or feel of self determinant means laissezfaire and independence of an individual in determining the necessary activities of carrying out his/ her job duties (Thomas & Velthouse, 1990). Sense of autonomy means experiencing the feeling of choice at the beginning of activities and organizing the personal activities (Whetten & Cameron, 1998). Autonomy is an activity that is associated with laissez faire and experience of self determinant (Gagne & Dci, 2005).

¹ Impact

² Competence

³ meaning

⁴ self determinant

2-4- impact: Impact is a degree in which a person can influence the strategic, administrative and operational outcomes of the job. Impact is opposite of disability (Spritzer, 1998). This dimension refers to the degree in which individual behaves in implementing job objectives differently. This means that despite of this difference, the expected results have also been achieved in the work environment (Thomas & Velthouse, 1990).

3-Organizational citizenship behavior:

The concept of organizational citizenship is viewed by the organizational manpower from postulation point of view and manpower is recognized as an organizational citizen that seeks to strengthen the field of better revealing of this citizenship behavior. Extravagant behaviors derive from the feelings of citizenship in regard to the organizational existence based on Katz and Kan theory. These feelings are considered as the framework of behaviors that are not necessary in an organization but they have a positive impact on organizational performance (organ, 1988). In fact, an organization's citizen does not seek rewards from the organization despite his/ her extravagant behaviors but he/ she is occupational self- sacrificing and believes that his/ her extravagant behaviors are effective in his/her organization's promotion and make all his/her efforts in improving his/her organization (Serroni & Chrystine, 2004) . Various terms have been proposed for introducing extravagant behaviors such as organizational citizenship behavior, prosocial ⁵ organizational behavior, spontaneity ⁶ organizational behavior and dependent behavior. The most well-known term is organizational citizenship behavior which is presented by Smith et al. Organ also defined organizational citizenship behavior

recently as a function that supports the social and psychological environment in which operations are performed. Various dimensions have been proposed for defining and operating the organizational citizenship behavior structure. Organ has introduced philanthropy, conscientiousness, respect, civil and generosity behaviors as dimensions of organizational citizenship behavior. Smith et al (1983) have suggested philanthropy and public acceptance. Padeskoph and McKenzie (1994) suggested helpful behaviors, generosity and civil behavior. Graham (1989) suggested organizational obedience, interpersonal assistance, organizational loyalty and organizational partnership as dimensions of organizational citizenship behavior. Since the dimensions that Graham (1989) has suggested were the comprehensive presentation of structures in the field of extravagant behavior or optional behavior that was proposed in previous studies, these dimensions were accepted as structural dimensions of organizational citizenship behavior widely. Organ (1988) described these dimensions as follows:

When an employee assists another employee in carrying out tasks under unusual circumstances, philanthropy is created (For example, Organ suggested that one employee receives relay system of another employee that quit because of his/ her disease). "Sense of duty means an employee perform the assigned duties (role-matching behaviors) in a way that is more than what is expected of him. "Attention and respect" are behaviors that "help others avoid a problem and step ahead to solve a problem". "Civil behavior is also support of executive operations of organization". Generosity or tolerance emphasizes on positive aspects of the organization rather than its negative aspects (Dimitrides, 2007; Yoon, 2009).

Theoretical background:

⁵prosocial

⁶spontaneity

Amenmi and Lockwood (2010) conducted a study about the impact of the psychological climate on psychological empowerment in luxury hotels and tourism. It showed that there is a meaningful relationship between psychological climate and empowerment.

Rabiatul and Agus (2012) conducted a study about the relationship between comprehensive quality management and organizational citizenship behavior. It showed that there is a meaningful and positive relationship between comprehensive quality management, empowerment, managers' obligation and citizenship behavior.

Bagheri, Zarei, Matin and Amighi (2011) studied the relationship between empowerment and organizational citizenship behavior. They found that there is a meaningful and positive relationship between the research variables.

Samijah (2017) studied the effect of innovative climate, leader and follower on psychological empowerment and there is a meaningful and positive relationship between variables.

An industrial company (2013) studied the relationship between organizational health, job excitement, innovative organizational climate and psychological empowerment. It showed that there is a meaningful and positive relationship between organizational health, job excitement, Innovative organizational climate and psychological empowerment. It showed that organizational health and job excitement are better prediction criteria of psychological empowerment.

Evidences showed that appropriate organizational and individual contexts are necessary for creating an empowerment process in the organization and there are important organizational contexts such as the organizational climate, opportunity of

expressing opinion and intellectual participation of employees in organizational matters in order to improve employees' empowerment. On the other hand, empowered employees can have a positive effect on organizational performance such as citizenship behavior. Understanding and perceptions of organizational climate are important in the consistency fit of individual behaviors or living obligations in an organization. So, we can say that the study of the effect of psychological climate on empowerment and citizenship behavior are considered by considering the above matters. The main hypothesizes of the research can be defined as follows similarly:

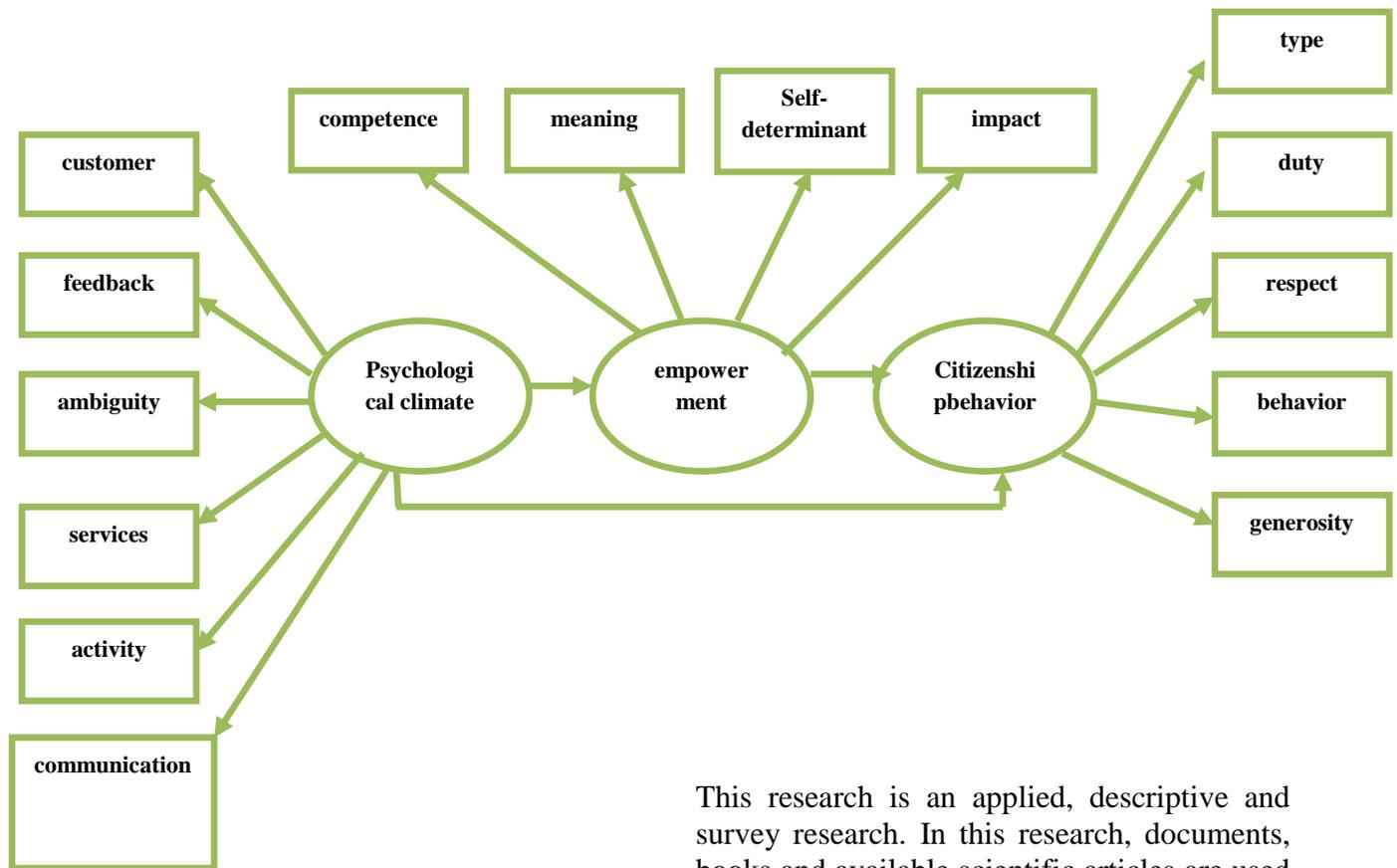
H1: There is a meaningful and positive relationship between psychological climate and organizational citizenship behavior.

H2: There is a meaningful and positive relationship between psychological empowerment and organizational citizenship behavior.

H3: There is a meaningful and positive relationship between psychological climate and psychological empowerment.

H4: Psychological climate has a meaningful and positive effect on organizational citizenship behavior by considering mediating role of psychological empowerment.

The main aim of this research is studying the relationship between psychological climate and organizational citizenship behavior by considering mediating role of psychological empowerment. The conceptual model of this research is as follows in this regard:



Methodology:

This study has accepted realism as its philosophical paradigm and this acceptance of the social behavioral approach is influential in the formation of a working climate. This research is a correlative research based on its methodology. The present research is a descriptive research based on how to obtain the required data and the classification of research according to their purpose.

This research is an applied, descriptive and survey research. In this research, documents, books and available scientific articles are used for formulating the foundations, definitions and theoretical concepts of library resources. A standard questionnaire was also used for gathering the data needed for the research hypothesizes. A standard questionnaire is used for gathering field data. This questionnaire includes 41 standard questions that are planned and formulated by Fink et al (2017). The reliability of this questionnaire is 0.87.

The content of the questionnaire was subject to the judgment of several experts and

professors of business administration and working marketing at the universities in terms of content validity. About 30 questionnaires were distributed to the statistical society in order to ensure higher reliability and acceptable formal validity after making some corrections and obtaining confirmation from faculty members. At first, it was not suitable for respondents to understand some of the questions. The questionnaire was formal sufficiently after several text translations and deletion of a number of questions. At last, the agreed questionnaire was used as a data gathering tool.

The statistical society of this research was the employees of Zoubahan Company in Isfahan. Specialists of information system units, financial management, industrial engineering management and factory management unit were selected as samples. The suitable statistical research sample was based on the sampling formula of the limited society and it was at the error level of 0.05. The number of this statistical research sample was 97. Questionnaires were distributed between 110 ones of specialists of information system units, financial management, industrial engineering management and factory management unit accidentally in 1396 in order to gather data. The Cochran formula was used for calculating the sample. 99 questionnaires were returned and analyzed statistically. Return rate of questionnaires was more than 97 percents.

Questionnaire of this research included 3 variables of psychological climate, psychological empowerment and organizational citizenship behavior and it was consisted of 62 items (questions). It asked the respondentsto specify the degree of compliance of their organization with each item based on the five- fold LIKERT scale.

Findings:

Structural equation modeling has been used for hypothesis assumptions and model accuracy by partial least squares method and PLS software in this research. PLS is a variation- based approach that requires less constraints comparing the similar techniques of structural equations such as LISREL and Amos (Liljander et al, 7, 2009⁷). The main advantage of it is that this kind of modeling requires fewer samples than LISREL (Wixom & Watson, 8, 2001⁸). It is also considered as a powerful method in cases where the number of samples and measurement items is limited and the distribution of variables can be unspecified (Hair et al, 9, 2010⁹). PLS modeling is done in two steps. In the first step, the measurement model should be verified through validation and reliability analysis and confirmatory factor analysis and in the second step; the structural model is studied by estimating the path between variables and determining the fitness indicators of the model (Hulland, 10, 1999¹⁰).

4-1- first step :Measurement model¹¹:

The measurement model is related to studying the validity and reliability of measuring instruments.

4-1-1- validity:

AVE (average variance extracted¹²) and CR (composite reliability¹³) criteria were used for assessing the convergent validity. Results of criterion of dimensions of six research variables are shown in table 1. The composite reliability which is more than 0.7 and the average extracted variance which is more than 0.5 are two prerequisites of convergent

⁷Liljander et al

⁸Wixom & Watson

⁹Hair et al

¹⁰Hulland

¹¹Measurement model

¹²Average Variance Extracted.

¹³Composite Reliability

validity and factor correlation (Qing Lin and Qi Huang, 2009). As it is shown in table1, all of the composite reliability values are more than 0.7 and all of the average variance extracted values are more than 0.5. This confirms that the convergent validity of the questionnaire is acceptable.

(Table1: Results of research average variance extracted factors)

variable	Psychological climate	Psychological empowerment	Organizational citizenship behavior
criteria			
AVE	0.617	0.521	0.695
CR	0.828	0.829	0.919

In the divergent validity, the difference between indexes of a factor and indexes of other factors are compared in this model. It is calculated by comparing AVE root of each factor with the values of the factor’s correlative coefficients. We must construct a matrix with the values of original diameter and the root of matrix of the coefficients of the AVE of each factor. The values which are under the original diameter are correlative coefficients of each factor toward other factors. This matrix is shown in table2. As it is shown in table2, AVE root of each factor is more than the correlative coefficients of the so-called factor with other factors. This suggests the acceptable divergent validity of factors.

(Table2: Matrix of comparing AVE root with factor’s correlative coefficients (divergent validity))

	Psychological climate	Psychological empowerment	Organizational citizenship behavior
Psychological	0.728		

climate			
Psychological empowerment	0.021	0.721	
Organizational citizenship behavior	0.037	0.690	0.834

4-1-2- reliability:

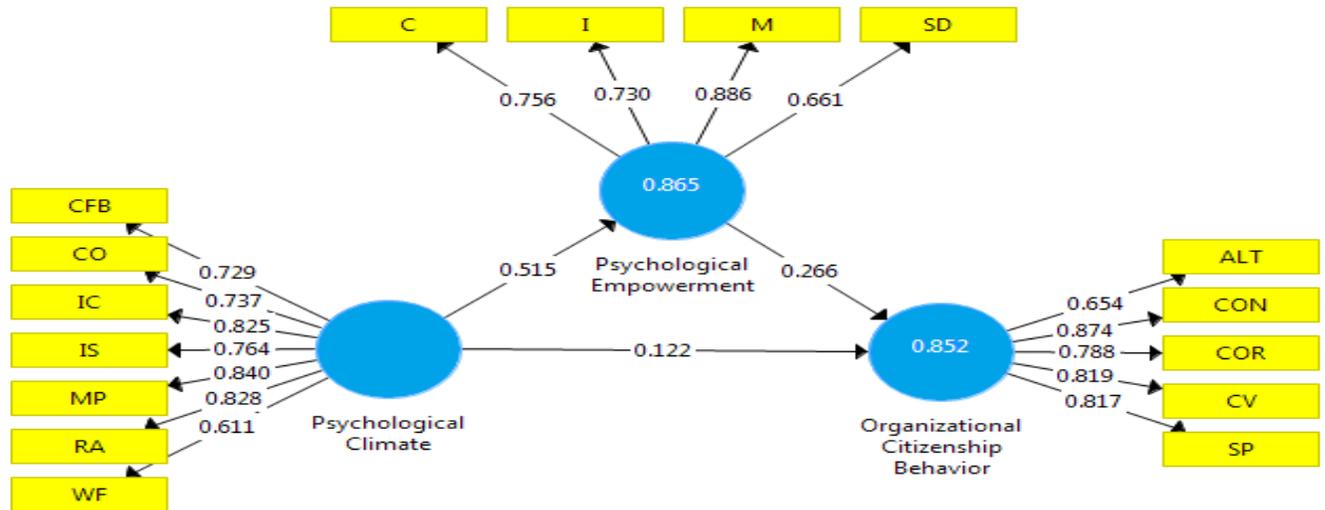
PLS has also been used for assessing the reliability of the questionnaire which is a reliable proof of reliability of it and PLS is also used for assessing the Cronbachs Alpha¹⁴ that is shown in table3. Indicator reliability is used in method of PLS (Rivard& Huff, 1988¹⁵). Indicator reliability is also calculated by measuring the factor loads and also calculating the correlation between indexes of a factor and indexes of other factor. If this value is equal or greater than 0.6, it is confirmed that the reliability of this measurement model is acceptable but if the value of factor loads of one question and the next question is less than 0.6, that question can be eliminated from the model and the subsequent analysis. As it is shown in figure2, all of the values of factor loads of factors and other questions are more than 0.6. It shows the high correlation.

(Table3: Cronbachs Alpha coefficient)

Research factors	Psychological climate	Psychological empowerment	Organizational citizenship behavior
Cronbachs Alpha coefficient	0.871	0.822	0.740

¹⁴Cronbachs Alpha

¹⁵Rivard& Huff

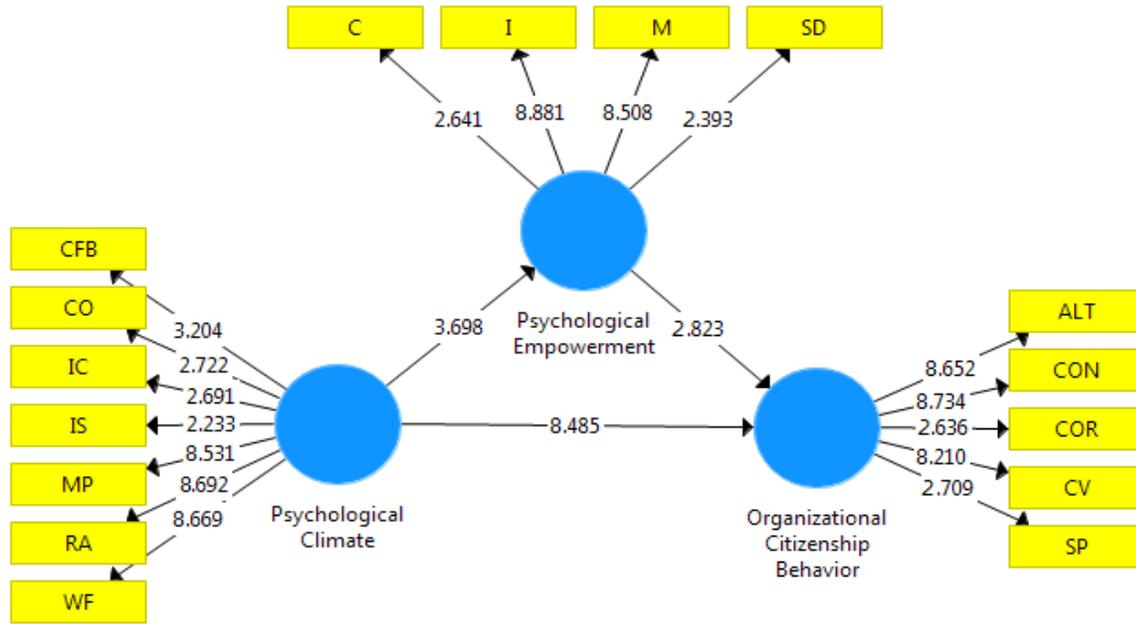


(Figure2: Software output- model of research (path coefficients and factor loads))

4-2- second step: structural model¹⁶ and hypothesis testing:

Structural model testing relates to research hypothesis testing and effect of hidden variables. Command of Bootstrapping and software of Smart PLS are used for confirming research hypothesizes. It shows t-coefficients output (figure 4) . When the values of t are greater than + 1.96 or less than – 1.96in the interval, it means that the relevant parameter is meaningful and research hypothesizes are confirmed subsequently

¹⁶Structural model



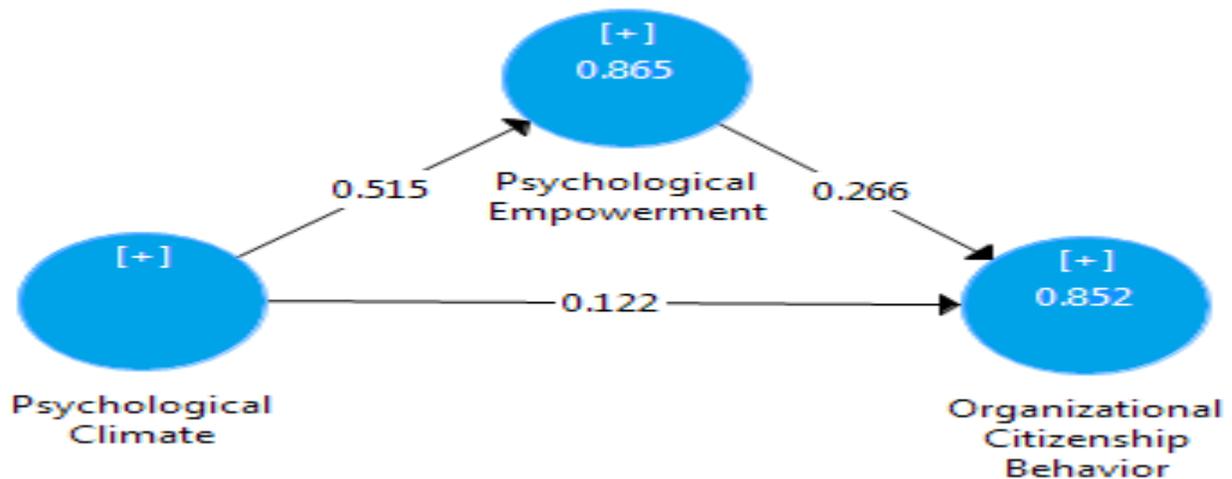
(figure3: software output – t coefficients)

4-3- Methods of evaluating formulating models:

One way of evaluating formulating models is coefficient of determination (R²). Coefficient of determination (R²) shows that how much percentage of a dependent variable variance is explained and verified by independent variable (variables). So, it is natural that the value of independent variable would be equal to zero and the value of dependent variable would be greater than zero. The value the greater, the more the independent variables effect coefficient than the dependent variables explain 0.865 of variance of psychological empowerment variable, according to the coefficient of modeling. In general, psychological climate and

effect coefficient. It can be said that the dimension of psychological health has been able to respectively. So, we can conclude that this model has a suitable predictive ability and the remaining value is related to the forecast error and this model can conclude other factors that affect psychological empowerment and organizational citizenship behavior. organizational citizenship behavior variable; researchers introduced three values of 0.19, 0.33 and 0.67 as criterion values of low, moderate and high values of R²

psychological empowerment have been able to explain 0.852 of variance of



(figure4: Evaluating formulating models)

4-3- Responding to research hypothesizes:

H1: Psychological climate has a positive and meaningful effect on psychological empowerment.

Results of path coefficient and t- statistics showed that psychological climate has a meaningful effect on psychological empowerment (t- statistics is out of range - 1.96- +1.96). It can be said that psychological climate has a positive and meaningful effect on psychological empowerment according to path coefficient because path coefficient is positive. So, psychological empowerment increases by promoting psychological climate and psychological empowerment decreases by decreasing psychological climate.

H2: Psychological climate has a positive and meaningful effect on organizational citizenship behavior.

Results of path coefficient and t- statistics showed that psychological climate has a meaningful effect on organizational citizenship behavior (t- statistics is out of range -1.96- +1.96). It can be said that psychological climate has a positive and

meaningful effect on organizational citizenship behavior according to path coefficient because path coefficient is positive. So, organizational citizenship behavior increases by promoting psychological climate and organizational citizenship behavior decreases by decreasing psychological climate.

H3: Psychological empowerment has a positive and meaningful effect on organizational citizenship behavior.

Results of path coefficient and t- statistics showed that psychological empowerment has a meaningful effect on organizational citizenship behavior (t- statistics is out of range -1.96- +1.96). It can be said that psychological empowerment has a positive and meaningful effect on organizational citizenship behavior according to path coefficient because path coefficient is positive. So, organizational citizenship behavior increases by promoting psychological empowerment and organizational citizenship behavior decreases by decreasing psychological empowerment.

H4: Psychological climate has a meaningful and positive effect on organizational citizenship behavior by considering mediating role of psychological empowerment.

Results of path coefficient and t- statistics showed that psychological climate has a meaningful effect on organizational citizenship behavior by considering mediating role of psychological empowerment.(t- Statistics is out of range - 1.96- +1.96). It can be said that psychological climate has a positive and meaningful effect on organizational

citizenship behavior by considering mediating role of psychological empowerment according to path coefficient because path coefficient is positive. So, organizational citizenship behavior by considering mediating role of psychological empowerment increases by promoting psychological climate and organizational citizenship behavior by considering mediating role of psychological empowerment decreases by decreasing psychological climate.

(Table4: direct effects, t- statistics and results of research hypothesizes)

Accept or reject hypothesis	meaningful	t- statistics	Standardized path coefficient β	Hypothesizes
accept	Sig< 0.05	3.698	0.515	psychological climate/psychological empowerment
accept	Sig <0.05	8.485	0.122	psychological climate/organizational citizenship behavior
accept	Sig< 0.05	2.823	0.266	psychological empowerment/ organizational citizenship behavior
accept	Sig< 0.05	2.823, 3.698	0.137	psychological climate/organizational citizenship behavior by considering mediating role of psychological empowerment

Discussion and conclusion:

The conclusion section is considered as the most important part of any research work.

Any research work is summarized mainly in this section. Despite of quantitative increase of research about the impact of psychological empowerment on organizational variables, many of implications are not still well understood by institutional managers and executives. So, it has been tried to help clarifying some of these relationships in this research. What has been addressed in this research is the effect of psychological climate on psychological empowerment but the distinguishing point of this research from other studies in this area is to consider the role of mediating variable of psychological empowerment in the relationship between psychological climate and organizational citizenship behavior.

At first, we studied the relationships between the variables of the research by meaningful correlative testing in order to achieve the so-called goal and then we studied the casual relationships between variables and the fit model by structural equation model. What is interesting is matching and aligning the results of our hypothesizes with correlation analysis and structural equation modeling. It will double the validity of this research. All three major hypothesizes that were proposed in this study were confirmed by correlative testing and structural equation modeling results.

So, we can conclude that psychological climate can have a positive effect on organizational citizenship behavior by psychological empowerment. So, improving the organizational citizenship behavior and its positive consequences can be predicted by implementation of performance appraisal systems, development of training programs, provision of meaningful and important manpower, giving sufficient authorities to manpower to empower them in such organizations more confidently.

Recognizing the psychological climate items that have a positive effect on employees'

empowerment and positive citizenship behavior can help management understand the dynamics of the work environment and its effects. Changes in employees' perception and appreciation of employees from the workplace as well as their impact on their psychological empowerment and their citizenship behavior make it clear for management that employees of different departments and different sections of departments are not homogeneous and they require different training and management skills to increase productivity.

In general, the results show the positive effect of psychological climate on organizational citizenship behavior through psychological empowerment. Managers consider psychological empowerment as one of the most important effective variables in organizational citizenship behavior and attempt to improve such behaviors. They also focus on the training and development of manpower, their empowerment as well as the psychological climate and they consider these variables as factors that influence the organizational citizenship behavior. It is suggested that researchers consider broader societies in their future researches in this field and analysis their results in a comparative method. It is also suggested that they use other models that are suggested in psychological empowerment field and they consider more variables in this field too.

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