Optimized Modeling of Organizational Variables for Human Resources Performance Management and Promotion of Productivity

Dr. Mehdi Zirak
Department of Education, Torbat-e Heydarieh Branch, Islamic Azad University, Torbat-e Heydarieh, Iran

Abstract

The aim of this study was optimized modeling of four variables of organizational justice, psychological empowerment, organizational culture and organizational citizenship behavior and each variable is respectively the independent variable for next one (as dependent variable). In addition, investigating the role of organizational justice and citizenship behavior as mediators to promote human resources productivity was another objective based on which a model was designed and tested. To this purpose, of 1451 employees of Islamic Azad University, Mashhad Branch, a sample size of 300 subjects was selected using Morgan's table. To collect data, four standard questionnaires of organizational justice (Niehoff and Moorman, 1993), psychological empowerment (Spritzer, 1995), organizational citizenship behavior (Organ and Kaoski, 1996) and organizational culture (Cameron and Muin, 2000) were employed. In inferential statistics, considering developed hypothesis, Kolmogorov-Smirnov test was used to determine normality of variables and test correlation analysis techniques, structural equations model using Lisrel8.54, path analysis and SPSS 20 software were used. Results verified suggested model. Finally, some suggestions were made considering each hypothesis.

Keywords: Optimized Modeling; Performance Management; Productivity.
1. Introduction
Human innate desire to progress and evolve has always resulted in changes and emergence of new concepts in human life. Of these concepts is the phenomenon of organization that encompasses fairly all dimensions of today's human social life. Although there is diversity in types of organizations and their way of performance, they all have one thing in common i.e. the concept of human resources [1]. It is obvious that justice is presented as an essential need for human resources [2] and it has always accompanied the concept of moral values. In human resources management, mortality is of special status one of the main features of which is justice. It is noteworthy that justice is a mental issue, i.e. an issue could be favorable and fair for one person, while it is not fair for another person. Therefore, perception of justice forms person's judgment in this regard not the concept of justice as an objective issue [3]. One of factors affecting perception of justice that exists in the context of organization is the variable of culture. Justice in organization is an essential issue for all employees [4] that plays an essential role in organization's success and progress of its objectives. Creating and developing concept of justice is a key instrument for managers to obtain organizational objectives [5] in general and empowerment in particular. Empowerment is one of main elements of managerial and organizational productivity and whenever power and control are shared, productivity increases [6]. In fact, empowerment of employees is one of those approaches that have resulted in positive and frequent changes in performing activities of employees [7] and organizational citizenship has shown its effect on organizations' success and achieving higher human resources productivity as an informal behavior along with empowerment [8]. Significant relation of four variables of perception of organizational justice, organizational culture, organizational citizenship behavior and psychological empowerment has been already tested and verified as pairwise. In this study, concurrent significance of variables' circular relations and effect of variables of justice and citizenship behavior were investigated as mediator variables.

One of the most powerful and appropriate methods of analysis in behavioral and social sciences' studies is multivariable analysis. Since nature of these subjects is multivariable, they could not be solved using bivariate methods (where only one independent variable is considered with one dependent variable). Multivariable analysis is defined as a series of analyzing N independent variables and K dependent variables the main feature of which is concurrent analysis. Since in this study there are several independent variables and their effect on dependent variable should be investigated, it is required to use structural equations model.

2. Review of Literature
2.1. Performance Management
Performance management has many definitions:
- Performance management is a general term for those organizational activities that deal with management of affairs and occupational and behavioral tasks of staff.
- Performance management is a way to facilitate communication and relation among employees and supervisors that result in creating a more favorable work environment and more commitment toward quality of services [9].
Performance management could be regarded as a set of measures and information performed to increase favorable utilization of facilities and resources to achieve objectives economically along with productivity and effectiveness [10]. Considering above definitions, performance management is regarded as an approach that by using mutual relations between supervisors on one hand to realize demands and expectations of organization and employees on the other hand, provides an environment for efficient use of all facilities and resources to realize organizational objectives to transfer employees' demands and requests to supervisors and organization's management. By performance management, supervisors identify weak performance of employees easily and take action to improve it. On the other hand, by giving good rewards to optimal performance of employees, their favorable performance and repeating are encouraged. Performance management is a process that encompasses performance assessment and disciplinary systems as well as policies to consider complaints as its managerial tool.

2.2. Organizational Justice
In organization and management literature, the term organizational justice is related to employees' perception of working equity in organization [9]. Organizational justice includes:

1- Distributive justice: This type of justice is related to perception of justice from allocation of resource. It emphasizes outputs (for example salary increase), rules of allocating resources and peoples' social status (for example, promotion to an administrative position) [9]. Historically, theory of equity is focused on perceived justice from rewards distributed among people [4] (?).

2- Procedural justice: It is related to perception of justice relative to procedures used in making related decision. This type of justice emphasizes procedures of doing work [9]. Procedural justice means justice perceived from a process used to determine reward distribution.

3- Interactional justice: It is related to interaction among people that is rooted in social interaction theory, which is based on how organization treats people based on integrity, reverence, and respect [10]. Interactional justice includes a method through which organizational justice is transferred to subordinates by supervisors. This type of justice is related to aspects of communication process (e.g. courtesy, honesty and respect between sender and receiver). Since interactional justice is determined by management behavior, it is related to cognitive, emotional and behavioral reactions relative to management or in other words the supervisor [11].

Amount of perception of organizational justice and its aspects was investigated using Niehoff and Moorman questionnaire [11].

2.3. Psychological Empowerment
Empowerment is a novel issue in human resources development. However, it encompasses an extensive literature because of diversity of research and studies conducted in this domain [12], especially since different approaches are investigated in it. Although, diversity in empowerment literature strengthens its content, it has resulted in lack of access to integrity and presenting a comprehensive model of empowerment [12]. Empowerment (enabling) is the process of giving power to people. In this process, we assist our employees to improve their self-confidence. In this regard, empowerment results in mobilization of internal incentives of people [13]. In addition, empowerment is defined as encouraging people to
participate more in making decisions that affect their activity. Therefore, we could provide opportunities for people to show that they can create good ideas and realize them.

Authors have presented empowerment through two views:

1- Mechanism view: Empowerment is delegation of authority in decision-making within specified boundaries and delegate responsibilities to people to make them assess their work. Eisenberger (1986), Burke (1986), Black (1989), Daisy (1989), Ryan (1989) Carson (1991) and Parker (1994) etc. are among experts in this domain [14].

2- Organic view: empowerment is the ability of risk-taking, development and changes as well as perception of employees. It means creating a team to encourage participatory work among people and approve people's performance. Conger and Kanungo (1988), Thomas and Wolthouse (1990), Zimmerman (1990), Spreitzer (1994-1996) etc. are some researchers in this domain [12].

Spreitzer (1995) suggests that for empowerment to have required performance, the person should have such feeling inside themselves before being offered by others. Despite his view, psychological empowerment consists of major psychological states relative to their work environment that are summarized in 4 feelings: feeling of meaningfulness, competence, impact and feeling of self-determination [14]. Mishra's studies (1992) added one dimension to 4 above dimensions i.e. dimension of confidence or sense of confidence and security [16]. Feeling of meaningfulness means an opportunity where the person feels that they are following important and valuable career goals, feels that they are moving in a path where their time and energy is valuable [8]. Meaningfulness is the proportionality between work demands, beliefs, values and behaviors [15]. Feeling of impact is defined as the limit where the person is able to influence strategic, official or operational outcomes in their work. Feeling of competence points to the degree where a person is able to perform their job demands skillfully and successfully. Higher levels of importance and feeling of competence will increase job satisfaction by creating interest in people relative to their tasks [17]. Combining these aspects creates an active orientation toward their active role. In this model, absence of each aspect decreases empowerment; however it is not fully eliminated.

### 2.4. Organizational Culture

Culture is a complex set of information, beliefs, arts, ethics, rules, traditions, ceremonies, capabilities and habits gained by humans. It is a factor that forms individual and social institutes of society and it is a source of mechanisms and material and spiritual capitals of a nation in history and evolution [17]. As human collections, societies have a culture that guides their group activities. One of these human collections is organization. In brief, organization is defined as: a place for peoples gathering who work together according to a coordinated and approved organization to realize organization's objectives. Therefore, organizational culture that is known as dominant behaviors in an organization is defined as: “a set of key values, guiding beliefs and differences shared by members of an organization”. Theory of organizational culture is emerged from a combination of organizational psychology, social psychology and theories of social anthropology [19]. Organizational culture as one of culture elements is a milestone where philosophy of organization affects organizational issues and it is the intersection of ethics and organization, since humans can find their beliefs and values in organizational culture. Authors describe organizational culture as a method to deal with surrounding in organization.
It should be said that organizational culture is something taught to newcomers as a proper phenomenon that demonstrates unwritten and invisible part of organization [20]. As a phenomenon shaped by policies and approaches of senior managers of organization, organizational culture is a factor that plays an important role in preventing deviations in organizations [21].

One of the relatively comprehensive and complete models of organizational culture is proposed by Cameron and Quinn the aspects of which include: dominant features, organizational leadership, staff management, organization's integrity, strategic emphasis, success criteria [22].

### 2.5. Organizational Citizenship Behavior

In recent years, most organizations have been looking for ways to attract employee's participation in pursuing their objectives. Meanwhile, voluntary and spontaneous behaviors could be pointed out where people received no rewards in lieu of performing them. Therefore, authors have investigated these behaviors more than ever.

Citizenship behavior is an attractive domain for social behavior researchers [23]. Globalization, migration all across the world and nationalism have encouraged discussion and thinking about citizenship and citizenship education. Citizen and citizenship are influential and powerful terms. They speak about respect, rights as well as ranking and status [24]. Kumanz et al. [25] cited from Statham Bank (2008) define citizenship as an approach that points to various human rights in society and directs interaction between person and society [26]. Active and responsible citizenship not only means belonging to various local, natural and global societies, but also it means active participants in social life and social institutions [27].

One of the main categories in citizenship is organizational citizenship that points to performing favorable behaviors in organization. These behaviors that occur in workplace are defined as: a set of voluntary and arbitrary behaviors that are not part of official responsibilities of person but they improve effective performance of organization [8]. For example, a work man may not need working extra hours and staying late in workplace; however, they stay in organization over official work hour and help others to improve current affairs and facilitate workflow of organization. In addition, it could be said that organizational citizenship behavior is an activity that forms psychological, social and organizational background [28]. Bolino and Tranly (2002) consider organizational citizenship behavior as that kind of behavior where employees perform their work outside their defined responsibilities and tasks and assist their coworkers (Korkmazand Arpasi, 2008). Early studies on organizational citizenship behavior have been mostly conducted to identify responsibilities or behaviors of organizations' staff that were mostly ignored. Despite being incompletely measured in traditional assessments of job performance or even being ignored, these behaviors have been effective in improving organizational productivity (Mayel Afshar, Rajab Zadeh and Me'mar Pour, 2013). There is no consensus on dimension of organizational citizenship behavior among authors. For example, aspects including donor behaviors, magnanimity and forgiveness, organizational loyalty, following instructions, personal creativity and innovation, conscience, personal development, courtesy and civic virtue and altruism have been considered in various studies as dimension forming organizational citizenship behavior (Hosseini and Hazrati, 2012). One of the most reliable classifications accepted by majority of authors is proposed by Morgan. In this categorization, dimensions of
organizational citizenship behavior include altruism, loyalty, and magnanimity, courtesy and social mores.

3. Research Objectives
The primary aim of this study was modeling and analysis of relation between psychological empowerment of employees and organizational culture through perception of organizational justice and organizational citizenship behavior. Secondary objectives of this study include: 1) determining relations between psychological empowerment and organizational culture; 2) determining correlation between psychological empowerment and organizational justice; 3) determining correlation between organizational culture and citizenship behavior; 4) determining correlation between organizational justice and citizenship behavior; 5) determining correlation between organizational culture and organizational justice.

4. Research Hypotheses
1- Perception of organizational justice is significantly related to staff's empowerment.
2- There is a significant relationship between staff's empowerment and citizenship behavior.
3- There is a significant relationship between citizenship behavior and organizational culture of staff.
4- There is a significant relationship between organizational culture and perception of organizational justice
5- Variables of organizational justice and citizenship behavior act as mediators in relation between organizational culture and psychological empowerment

4.1. Research Conceptual Model

![Research Conceptual Model](image)

Figure 1. Research conceptual model considering background of conducted studies

5. Research Background
1- Zhong states that empowerment acts as mediator in relation between leader-member exchange and citizenship behavior
2- Nilson et al. state that there is a positive relation between organizational citizenship behavior and organizational performance [30].

3- Somech and Bugler state that if empowerment level is higher in any of its aspects, organizational citizenship behavior will be higher as well (Somech, 2005).

4- In a study under the title of “Relation of organizational citizenship behavior and employees ‘empowerment in Parts Supply Company of Iran Khodrow”, Miri et al. concluded that there is a significant relationship between these two variables. In addition, this relation was investigated generally through path analysis (using structural equations model) as well. Results demonstrate a significant relation between two variables that is approved and they could influence their shaping as well [31].

5- In a study under the title of “Investigating the relation between organizational justice and psychological empowerment”, Shah Heydari et al. realized that there is a significant relation between these two variables and there is a significant multiple correlation between organizational justice and psychological empowerment[32].

6- In a study under the title of “relation of organizational culture with job motivation, work engagement and innovative behavior with mediatory role of psychological empowerment, with the aim of designing and fitting a structural model from causal relations between organizational culture and work engagement, job motivations and innovative behaviors with mediatory role of psychological empowerment” Na'ami et al. ... .Modeling analyses of structural equations supported model fitting with data [33].

7- In another study under the title of “Designing model of relation of organizational culture and personal culture with employees’ perception of justice with the aim of explaining the relation of two variables in the form of a model”, Azar et al. concluded that culture plays an essential role in terms of justice development in staff.

8- In their study under the title of “Learning and organizational trust mediators between psychological empowerment and organizational commitment”, Budlayi et al. determined using path analysis method and the optimized and favorable path between variables was determined and research hypotheses were approved [35].

6. Research Methodology
With regard to the topic and hypothesis, this study is an applied research in terms of objective and descriptive-correlational in terms of method. Data were collected using filed and non-field methods.

6.1. Statistical Society and Sample
Statistical society in this study was all staffs and members of the faculty of Islamic Azad University, Mashhad Branch, who were 1451 subjects according to statistics of personnel department. With regard to specifications of statistical society, stratified sampling method was considered proportional to the size and each internal section including faculties or central department were regarded as a class and each employee or member of the faculty was regarded as a sample unit. Sample size of 300 subjects was selected according to Morgan's formula.

6.2. Research Tools
In this study, research tools included four questionnaires of organizational justice (Niehoff and Moorman, 1993), psychological empowerment (Spreitzer, 1995), organizational
citizenship behavior (Organ and Kaoski, 1996) and organizational culture (Cameron and Muin, 2000) all of which were standard and their validity has been approved. Reliability of questionnaire used in this study was evaluated using Cronbach's alpha (table 1).

<table>
<thead>
<tr>
<th>Questions' headlines</th>
<th>alpha coefficient</th>
<th>Questions' headlines</th>
<th>alpha coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational justice</td>
<td>0.9014</td>
<td>Psychological empowerment</td>
<td>0.9275</td>
</tr>
<tr>
<td>Distributive justice</td>
<td>0.7194</td>
<td>Feeling of meaningfulness</td>
<td>0.8739</td>
</tr>
<tr>
<td>Procedural justice</td>
<td>0.8881</td>
<td>Feeling of competence</td>
<td>0.8294</td>
</tr>
<tr>
<td>Interactional justice</td>
<td>0.8952</td>
<td>Having the right to choose</td>
<td>0.8373</td>
</tr>
<tr>
<td>Assessing organizational culture</td>
<td>0.9313</td>
<td>Feeling of impact</td>
<td>0.7727</td>
</tr>
<tr>
<td>Dominant features</td>
<td>0.7865</td>
<td>Feeling of association with others</td>
<td>0.7899</td>
</tr>
<tr>
<td>Organization's leadership</td>
<td>0.8700</td>
<td>Citizenship behavior</td>
<td>0.7927</td>
</tr>
<tr>
<td>Staff management</td>
<td>0.8546</td>
<td>Altruism</td>
<td>0.7671</td>
</tr>
<tr>
<td>Organizational integrity</td>
<td>0.7876</td>
<td>Conscience</td>
<td>0.7160</td>
</tr>
<tr>
<td>Strategic emphasis</td>
<td>0.8411</td>
<td>Magnanimity</td>
<td>0.8281</td>
</tr>
<tr>
<td>Success criteria</td>
<td>0.8134</td>
<td>Civic virtue</td>
<td>0.8297</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Courtesy</td>
<td>0.7366</td>
</tr>
</tbody>
</table>

6.3. Statistical Methods
In this study, to analyze data, descriptive and inferential statistics were used. In descriptive portion, frequency distribution and central indices (mean) and dispersion (standard deviation) are calculated. In addition, related graphs are drawn as well. In inferential statistics portion, considering developed hypothesis, Kolmogorov-Smirnov tests were used to determine normality of variables and correlation analysis techniques, structural equations model using Lisrel8.54 software, path analysis and SPSS 20 were used that will be discussed here.

6.3.1. Structural Equations Model
To investigate causal relations between variables uniformly, many attempts have been made in recent decade. One of promising methods in this regard is structural equations model or multivariable analysis with latent variables. Regardless of its numerous names or concept, this term points to a series of general models including confirmatory factor analysis (CFA), exploratory factor analysis, classical simultaneous equation models, path analysis, multiple regression, ANOVA and other statistical methods. Structural equations model is a comprehensive statistical approach to test hypotheses on the relation between observable and latent variables. Using this approach, acceptability of theoretical models could be tested in special societies. In general, most theories and models in social and behavioral sciences are expressed in the form of theoretical concepts that could not be observed or measured directly. In such cases, a number of markers are used to measure and study these theoretical variables. There are two problems in causal inference of issues in social and behavioral sciences that include:
1- Measurement: What do observed measurement really measure? How and at what accuracy concepts to be measured could be specified? How could validity and reliability of conducted measures be determined and expressed?

2- Relation between variables and their relative expressive power. How could we infer complex causal relations between variables that could not be observed or measured directly? How could we assess the power of relation between hidden variables?

Structural equations model encompasses two sections in response to such questions on causal inference:

1- Measurement model: Measurement model answers the first question; i.e. it proposes and determines the way latent variables are measured by observable variables along with their validity and reliability. This model defines relations between observable and latent variables used for their rough estimate.

2- Structural function model: Structural function model answers the second question; i.e. it determines causal relations between latent variables and evaluates causal effects and amount of explained and unexplained variance.

In summary, scientific definition of structural equations model is: a comprehensive statistical approach to test hypotheses on relations between observable and latent variables. Using this approach, acceptability of theoretical models could be tested in special societies [36].

7. Research Findings

7.1. Descriptive Statistics

In this section, the way statistical sample is distributed in terms of variables including gender education, age and work history of respondent are investigated.

In terms of gender, 81.3% of respondents were males and 17.9% were female. The rest 0.9% did not answer this question.

In terms of education, in sample under study 26.8% had diploma or were lower, 8.6% had associate diploma, 39.3% B.A., 19.6% MA and 4.8% Ph.D. 0.9% did not answer this question.

In terms of work history, about 8.3% had 5 years or less, 1.4% between 6 and 10 years, 18.2% between 11 and 15 years, 17.3% between 16 and 20 years and 40.2% were over 20 years. 5.7% of subjects did not answer this question.

It should be noted that before testing hypotheses, Kolmogorov-Smirnov test was used to determine type of statistical method used based on which all data had non-normal distribution.

Therefore, nonparametric statistical techniques were used in data analysis.

7.2. Inferential Statistics

7.2.1. Friedman Ranking Test to Compare Four Variables

<table>
<thead>
<tr>
<th>Feeling of meaningfulness</th>
<th>Feeling of competence</th>
<th>Having the right to</th>
<th>Feeling of impact</th>
<th>Participation</th>
<th>Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

Table 2. Pearson correlation coefficient
Average citizenship behavior is 3.48 according to respondents that is more than average (3).
Average empowerment is 2.93 according to respondents that is less than average (3).
Average organizational culture was 2.81 according to respondents that is less than average (3).
Average organizational justice is 2.61 according to respondents that is less than average (3).

Table 3. Pearson correlation coefficient

<table>
<thead>
<tr>
<th></th>
<th>Altruism</th>
<th>Conscience</th>
<th>Magnanimity</th>
<th>Civic virtue</th>
<th>Courtesy</th>
<th>Citizenship behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feeling of meaningfulness</td>
<td>Correlation coefficient</td>
<td>0.392</td>
<td>0.295</td>
<td>0.067</td>
<td>0.303</td>
<td>0.093</td>
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<tr>
<td>P-value</td>
<td>0.000</td>
<td>0.000</td>
<td>0.224</td>
<td>0.000</td>
<td>0.089</td>
<td>0.000</td>
</tr>
<tr>
<td>Feeling of competence</td>
<td>Correlation coefficient</td>
<td>0.452</td>
<td>0.041</td>
<td>0.032</td>
<td>0.418</td>
<td>0.160</td>
</tr>
<tr>
<td>P-value</td>
<td>0.000</td>
<td>0.451</td>
<td>0.564</td>
<td>0.000</td>
<td>0.003</td>
<td>0.000</td>
</tr>
<tr>
<td>Empowerment</td>
<td>Correlation coefficient</td>
<td>0.583</td>
<td>0.014</td>
<td>-0.209</td>
<td>0.526</td>
<td>0.146</td>
</tr>
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<td>P-value</td>
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<td>0.802</td>
<td>0.000</td>
<td>0.000</td>
<td>0.008</td>
<td>0.000</td>
</tr>
<tr>
<td>Having the</td>
<td>Correlation coefficient</td>
<td>0.554</td>
<td>-0.108</td>
<td>-0.419</td>
<td>0.386</td>
<td>-0.012</td>
</tr>
</tbody>
</table>
Table 4. *Pearson correlation coefficient*

<table>
<thead>
<tr>
<th></th>
<th>Altruism</th>
<th>Conscience</th>
<th>Magnanimity</th>
<th>Civi c virtue</th>
<th>Courte sy</th>
<th>Citizensh ip behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>Correlati on coefficient</td>
<td>0.468</td>
<td>-0.193</td>
<td>-0.418</td>
<td>0.349</td>
<td>0.015</td>
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<tr>
<td></td>
<td>P-value</td>
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<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.790</td>
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<tr>
<td>Dominant features</td>
<td>Correlati on coefficient</td>
<td>0.401</td>
<td>-0.068</td>
<td>-0.149</td>
<td>0.342</td>
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<td>P-value</td>
<td>0.000</td>
<td>0.213</td>
<td>0.006</td>
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<tr>
<td>Organizational leadership</td>
<td>Correlati on coefficient</td>
<td>0.221</td>
<td>-0.032</td>
<td>-0.183</td>
<td>0.332</td>
<td>-0.108</td>
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<tr>
<td></td>
<td>P-value</td>
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<td>0.559</td>
<td>0.001</td>
<td>0.000</td>
<td>0.049</td>
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<td>Staff management</td>
<td>Correlati on coefficient</td>
<td>0.386</td>
<td>-0.121</td>
<td>-0.396</td>
<td>0.323</td>
<td>-0.018</td>
</tr>
<tr>
<td></td>
<td>P-value</td>
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<td>0.027</td>
<td>0.000</td>
<td>0.000</td>
<td>0.748</td>
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<tr>
<td>Organizational integrity</td>
<td>Correlati on coefficient</td>
<td>0.331</td>
<td>-0.409</td>
<td>-0.532</td>
<td>0.275</td>
<td>-0.040</td>
</tr>
<tr>
<td></td>
<td>P-value</td>
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<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.460</td>
</tr>
</tbody>
</table>
7.2.2. Investigating Research Hypotheses Using Correlation Coefficient and Path Analysis

Inference of first hypothesis
First hypothesis is as follows:
There is a significant relationship between perception of organizational justice and empowerment of employees.
To study this issue, the relation between organizational justice and empowerment of staff is investigated using correlation coefficient.
Considering correlation coefficient between organizational justice and empowerment (r=0.75) it could be accepted that increasing organizational justice score results in increased employee's empowerment score. With regard to p-values in above table, it could be accepted that there is a significant relation between employees' empowerment and organizational justice at 5% level and research hypotheses is approved.

Inference of second hypothesis
Second hypothesis is as follows:
There is a significant relation between employees' empowerment and citizenship behavior. To study this issue, the relation between employees' empowerment and citizenship behavior of employees was investigated using correlation coefficient method.
Considering correlation coefficient between citizenship behavior and empowerment (r=0.36) it could be accepted that increase in empowerment score would result in increased citizenship behavior score. With regard to p-values in table above, it would be accepted that there is a significant relation between employees' empowerment and citizenship behavior at 5% level and research hypothesis is approved.

Inference of third hypothesis
Third hypothesis is as follows:
There is a significant relation between citizenship behavior and organizational culture.
To investigate this issue, the relation between citizenship behavior and organizational culture is investigated using correlation coefficient.
Table 5. *Pearson correlation coefficient*

<table>
<thead>
<tr>
<th></th>
<th>Dominant features</th>
<th>Organizational leadership</th>
<th>Staff management</th>
<th>Organizational integrity</th>
<th>Strategic emphasis</th>
<th>Success criteria</th>
<th>Organizational culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational justice</td>
<td>Correlation coefficient</td>
<td>0.293</td>
<td>0.444</td>
<td>0.410</td>
<td>0.435</td>
<td>0.615</td>
<td>0.408</td>
</tr>
<tr>
<td>P-value</td>
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<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Distributive justice</td>
<td>Correlation coefficient</td>
<td>0.313</td>
<td>0.324</td>
<td>0.184</td>
<td>0.125</td>
<td>0.383</td>
<td>0.182</td>
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<tr>
<td>P-value</td>
<td>0.000</td>
<td>0.000</td>
<td>0.001</td>
<td>0.022</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Procedural justice</td>
<td>Correlation coefficient</td>
<td>0.141</td>
<td>0.339</td>
<td>0.345</td>
<td>0.469</td>
<td>0.513</td>
<td>0.365</td>
</tr>
<tr>
<td>P-value</td>
<td>0.010</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Interpersonal justice</td>
<td>Correlation coefficient</td>
<td>0.235</td>
<td>0.370</td>
<td>0.424</td>
<td>0.408</td>
<td>0.534</td>
<td>0.401</td>
</tr>
<tr>
<td>P-value</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Considering correlation coefficient between citizenship behavior and organizational culture \((r=0.11)\) it could be accepted that increase in score of citizenship behavior would result in increased organizational culture score. With regard to \(p\)-values in table above, it could be accepted that there is a significant relation between citizenship behavior and organizational culture at 5% level and research hypothesis is accepted.

Inference of fourth hypothesis

Fourth hypothesis states that:

There is a significant relationship between organizational culture and perception of organizational justice.

To investigate this issue, the relation between organizational culture and perception of organizational justice was investigated using correlation coefficient.

Considering correlation coefficient between organizational culture and perception of justice \((r=0.55)\) it could be accepted that increase in score of organizational culture would result in increased perception of justice score. Considering \(p\)-values in table above, it could be accepted that there is a significant relation between organizational culture and perception of justice at 5% level and research hypothesis is accepted.
Fifth hypothesis states that: variables of organizational justice and citizenship behavior play the mediator role in relation between organizational culture and psychological empowerment.

To investigate the role of variables of perception of organizational justice and citizenship behavior in relation between organizational culture and empowerment (conceptual model of research) we consider path analysis method. To investigate the method above, it is required to study two models separately.

Based on figure, direct effect of culture on empowerment is 0.47 and along with it, culture affects empowerment through variable of justice 0.27 and this is a significant change.

![Figure 2. Standard coefficients](image)

![Figure 3. Direction of significance study of standard coefficients, figure of T-values](image)

Table 6: Investigating direct and indirect relations between organizational culture and empowerment

<table>
<thead>
<tr>
<th>Direct relation</th>
<th>Indirect relation through justice</th>
</tr>
</thead>
</table>

* Relation is statistically significant at 5% level.

According to figure, direct effect of culture on empowerment is 0.81 and along with it culture affects empowerment negatively through variable of justice 0.07 and this change is significant.
Table 7: Investigating direct and indirect relations between organizational culture and empowerment

<table>
<thead>
<tr>
<th>Direct relation</th>
<th>Indirect relation through behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Relation is statistically significant at 5% level.

And finally the model is as figure 6.
8. Conclusion
In this study, to assess relation of variables two by two (testing hypotheses 1-4), Pearson coefficient was calculated and all mentioned hypotheses were verified in intended society (Islamic Azad University, Mashhad Branch), i.e.
H1: With regard to correlation coefficient between organizational justice and empowerment (r=0.75), it could be accepted that increase in score of organizational justice will result in increased employees ‘empowerment. Therefore, there is a significant relationship between employees’ empowerment and organizational justice at 5% level and research hypothesis is accepted.
H2: With regard to correlation coefficient between organizational behavior and empowerment (r=0.36), it could be accepted that increase in score of empowerment would result in increased citizenship behavior score. Therefore, there is a significant relationship between employees’ empowerment and citizenship behavior at 5% level and research hypothesis is accepted.
H3: With regard to correlation coefficient between citizenship behavior and organizational culture (r=0.11), it could be accepted that increase in score of citizenship behavior would result in increased organizational culture score. Therefore, there is a significant relationship between citizenship behavior and organizational culture at 5% level and research hypothesis is accepted.
H4: With regard to correlation coefficient between organizational culture and perception of justice (r=0.11), it could be accepted that increase in score of organizational culture would result in increased perception of justice score. Therefore, there is a significant relationship between organizational culture and perception of justice at 5% level and research hypothesis is accepted.

To investigate the role of variables including perception of organizational justice and citizenship behavior in relation between organizational culture and empowerment (conceptual model of research/hypothesis 5) path analysis method was used.

Part 1 of hypothesis 5 – Direct effect of organizational culture on psychological empowerment was calculated and then direct effect of organizational culture on psychological empowerment was investigated through mediator variable of organizational justice. Results showed that:
Direct effect of culture on empowerment equals 0.47 and culture affects empowerment through variable of justice 0.27 and this change is significant.

Part 2 of hypothesis 5 – Direct effect of psychological empowerment on organizational culture was calculated and then indirect effect of psychological empowerment on organizational culture was investigated through mediator variable of citizenship behavior. Results showed that:
Direct effect of culture on empowerment equals 0.81 and culture has a negative effect on empowerment through variable of justice 0.07 and this change is significant.

Suggestions
Since the whole model is based on direct and effective relation of each variable on each other in mentioned organization, it was verified that:
Suggestion for Organizational Justice
As mentioned in conclusion, increase in score of organizational justice will result in increased score of employees' empowerment. It means that individual's perception of justice in organization and observing justice in organization will result in formation of a fair environment according to employees and it affects feeling of empowerment by employees. Therefore, relying on priority of dimensions of organizational justice according to employees and attempts to promote them in organization is very important not only in extending perceptions of organizational justice in general, but also in promoting psychological empowerment in particular.

Suggestion for Psychological Empowerment
As mentioned in conclusion, increasing empowerment score will result in increased score of citizenship behavior. Therefore, it is suggested that managers employ empowerment techniques to increase and improve organizational citizenship behavior that is an effective factor in improving performance and organizational productivity. Managers should have required ability and skills to do their work successfully, pay attention to scientific abilities of employees when employing and selective them, trust their employees' abilities consider their views and select participatory decision-making in affairs related to employees.

Suggestion for Organizational Citizenship Behavior
As mentioned in conclusion, increasing score of citizenship behavior will result in increased score of organizational culture. In other words, dominance of features of organizational culture requires empowering citizenship behavior in employees and managers to assist organization in achieving challenging objectives it is encountered, regardless of cumbersome administrative rules and with full compassion and commitment. Therefore, it seems necessary to develop human indices (OBCI) and corporate responsibility indices (OBCO) to promote organizational citizenship behavior all of which will result in improvement and promotion of performance of different organizations.

Suggestion for Organizational Culture
As mentioned in conclusion, increase in score of organizational culture will result in increased perception of justice. It means that promotion of organizational culture will result in employees' perception of procedural and interactional justice and this in return affects commitment toward organization and prevalence of organizational citizenship behaviors. Therefore it is suggested to managers to analyze available culture in their organization, define their intended and desired organization and specify proper culture and values that their objectives are being supported and assist employees' perception of justice and select suitable solutions to reject or reform available organizational cultures. For example, activities such as dominating criticism in organization, providing the possibility of employees participation in decision making and developing group decision making culture as well as strengthening the spirit of teamwork in employees and managers with various motivational factors, strengthening the spirit of creativity and innovation, providing job security for managers and employees and developing decision making culture or shared responsibility as well as creating mutual trust and compromise or forgiving mistakes to improve employees perception of justice as a cultural value.

Finally, it should be attempted to create changes and transformations in organization using effective participatory management methods to assure promotion and improvement of productivity.
References


