

The Role of Mediator Ethical Values and Behavior Which is Affected by Organizational Citizenship Behavior on Employee Empowerment

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Abstract

The purpose of this study is to determine the effect of employee empowerment on organizational citizenship behavior and the role of ethical values and behavior in terms of this impact. This research was applied to a sample of group of 195 persons, working in two leader companies in the textile industry, located in the province of Isparta in Turkey. In the inquiry, it has been concluded that the employee empowerment affects the organizational citizenship behavior by the full mediation of ethical value and behavior.

Keywords: Organizational Citizenship Behavior, Employee Empowerment, Ethical Values, Ethical Behavior

1. Organizational Citizenship Behavior

In recent years, researchers have emphasized the important effect of the difference between various fields such as sales, commissions, percentage of quota and organizational citizenship behavior, prosocial behaviors on determination of performance (MacKenzei, Podsakoff, & Ahearne, 1998, s. 88).

Organizational citizenship behavior, identified as one of the extra behaviors, has reflected the relation between the organization and employee and contributed to work performance of both sides.

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* This study has been generated from Master Thesis.

Even if the size of organizational citizenship behavior such as human resource management, sectoral and local relations, strategic management, international relations and leadership as well as management dimensions, has investigated, in the event of unexpected outputs it could be difficult to settle this clear distinction and redound improvements in the literature organizational marketing, it is continued to be in consideration in such fields as health management, social psychology, economy (Podsakoff, MacKenzie, Paine, & Bachrach, 2000, s. 515-516).

The concept of organizational citizenship behavior has corresponded extra role activities in order to increase organizational effectiveness of the employees (Bove, Pervan, Beatty, & Shiu, 2008, s. 2). Organizational citizenship behavior has been associated with the concepts such as complying the rules of the organization, organizational commitment and involvement and conveyed as respect for organizational rules and instructions. Citizenship behaviors could be exemplified as working nights and weekends, being volunteer for extra tasks or accepting to travel often, enduring high personal costs. However, the researches have expressed that these behaviors that is to say organizational citizenship behaviors could affect employees negatively such as stress, job-family conflict and the other negative outcomes (Bolino, Turnley, & Niehoff, 2004, s. 241).

Even in the literature, dimensions of organizational citizenship behavior have different names, base dimensions have been expressed and identified by Organ. Organ (1988), in the theoretical structure of organizational citizenship behavior, has tackled dimensions identified as altruism- helping others; conscientiousness- exceeding the applicable standards of business performance; sportmanship- tolerating job-related pressures or difficulties; courtesy- asking other for their opinions in that may affect the work; civic virtue- active participation to organizational affairs (Bolino, Turnley, & Niehoff, 2004, s. 235; Bove, Pervan, Beatty, & Shiu, 2008, s. 2; Organ, 1997, s. 94-95).

As a theoretical perspective, according to 'Organizational Citizenship Behavior' like Graham (1991) expressed that many behaviors and believes could be lightened.

Within the scope of this theory, the field of responsibility has begun with need to obey the rules, included the respect for structures and processes and also has included many events such as organizational commitment, involvement to organizational activities and processes (Dyne, Graham, & Dienesch, 1994, s. 767).

In another theoretical view organizational citizenship behavior such behaviors have relied on social exchange theory (Adams, 1965; Blau, 1964). According to this theory, in certain situations individuals would respond people who can or will benefit to them. When employees have not a skill or opportunity to respond with creative solutions to great work outcomes or job problems, organizational citizenship behaviors have arisen without personal control as just a style of response (Bateman & Organ, 1983, s. 588). According to Eisenberg (1991), another concept that associated with organizational citizenship behavior closely is prosocial behaviors. These behaviors have connoted as voluntary behaviors included benefit to the others (Bolino, Turnley, & Niehoff, 2004, s. 235).

Organizational citizenship behavior has contributed to organizational success by increasing employee and managerial productivity, providing to use resources for more effective goals, coordinating activities within the group and between the groups, redoubling organizational stability in performance (Podsakoff & MacKenzie, 1997, s. 138). Considered from the service view, there is a significant relationship in the interaction between organizational citizenship behavior; client and employee, competitive advantage could be provided through citizenship behaviors by using the resources effectively (Yoon & Suh, 2003, s. 607).

For the results of the study that carried out by Netemeyer et al. (1997), managerial mechanisms could change organizational citizenship behaviors by affecting job satisfaction of the employees (Netemeyer, Boles, McKee, & McMurrian, 1997, s. 94; Bolino, Turnley, & Niehoff, 2004, s. 230). Organ (1997, s.92), who has evaluated this issue in another respect, has expressed that satisfaction with work environment or generally in organization would enhance the willingness of helping colleagues and job relations and in terms of adapting changing conditions to organizational structure in order to provide job design, that is to say it would boost the emergence of organizational citizenship behaviors. Accordingly, increasing of satisfaction of job and work conditions organizational citizenship behavior leads us to the question of whether effect of employee empowerment on organizational citizenship behavior.

2. Employee Empowerment

Employee empowerment has expressed empowerment activity for the others and also it is a concept used to describe internal process of individual (such as psychological empowerment) of being empowered (Menon, 2001, s. 154). This concept has based on perception of employees that they would control job processes effectively and efficiently (Holt, Love, & Nesan, 2000, s. 49) and could find an using area at the point of facilitating to achieve the goals and increasing the efficiency in organizations. In this respect, employee empowerment has appeared as a structure, that provides potential, which affects benefit outcomes for individuals and organizations positively (Chang & Liu, 2008, s. 1443).

While Kanter (1977) has been describing the empowerment as giving power to people, who have disadvantage in the organization (Honold, 1997, s. 203), according to Fawcett et al. (1994), empowerment could be expressed as process of gaining effect of an individual or a group on important events and their results (Fishman & Keys, 1997, s. 347).

Empowerment, which has symbolized a key structure in order to benefit from all capacity of the organization (Mokhtarian & Mohammadi, 2011, s. 789), Hammuda and Dulami (1997) have pointed as that it has enhanced organizational efficiency and productivity (Chang et al., 2008). While activities of empowerment provides facilities for the employees to achieve the goals, increases also self- confidence and esteem (Ugboro & Kofi, 2000, s. 248).

Empowerment initiatives have confronted in a wide range such as, job enrichment, flexible time, participation to labor force- management committees, individual management working groups, equal participation and presentation in management board (Menon, 2001, s. 158).

Employee roles could be varied according to employees' size of perceived area of their job. When an employee has a way to identify owned job how wide or narrow, required roles of job and extra- roles that also described as citizenship behavior could be shaped by it (Morrison, 1994, s. 1544). Based on this idea, a statistically significant relationship between employee empowerment and organizational citizenship behavior was assumed and Hypothesis 1 developed as:

Hypothesis 1. Employee empowerment is positively related to organizational citizenship behavior.

In the study, it has assumed that relationship between organizational citizenship behavior and empowerment could be enhanced with ethical value and behavior and ethical value and behavior have been examined as a third variable.

3. Ethical Values and Ethical Behavior

Ethics could be characterized as a set of activity that it analyzes moral standards of an individual or a society and reasons of these standards and investigates how to implement and adapt them into our lives (Velasquez, 1998). Managerial point of view, it is necessary to focus on individual choices, views, interests that provide to be made decisions in order to evaluate these decisions from the ethical perspective (Collins, 1996).

The existence of ethical behaviors among the executives and employees in the organizations and from this perspective the active roles of the executives are important points in terms of organizational management (Dickson et al., 2001; Harris et al., 2001). Dickson et al. have expressed that the close relationship of the concept of organizational climate, which is defined as how perception of employees the real structure of the organization, not the expectation of employees how should be the organization in terms of ethical behavior and organizational outcomes is come to the fore. Moreover, Dickson et al. have interpreted organizational climate as a concept that it is included managerial activities, increases the trust between executives and employees, gives opportunity to the employee to perceive and understand the organizational values (Harris et al., 2001), provides to obtain high organizational outcomes and thus enhance the gaining of ethical behaviors for the organization and employee.

It is an accepted approach in recent years to utilize ethical behavior as long-term organizational strategy (Collins, 1996). In contrast to that, to be insensitive to ethical values of management board has caused the failure of works as unsuccessfully and expenditure of resources as unduly (Primeaux, 2002).

While decline of productivity level or increase of faulty production level could be defined as measurable cost, decrease in employee satisfaction, high level of unethical behaviors or messages, falling off the level of organizational citizenship behavior might have been appeared as unmeasurable cost (Miceli, 2001; Kuçuradi, 1999).

In the case of using an approach of ethical decision- making, outcome, that obtained as meeting the expectations of organizational stakeholders, has not been appeared as clear as outcomes had in the result of self- production (Hitt et al., 2007). In the study, which carried out by Turnipseed (2002) employees perceived as ethical have exhibited more organizational citizenship behaviors and they have a higher performance rather than the other employees (Turnipseed, 2002, s. 13). In addition, one of the most important consequences of ethical behavior could be seen as the relative size in organizational citizenship behavior (Baker, Hunt, & Andrews, 2006, s. 850). Research results, shown above, have referred to the relationship ethical value and behavior with employee empowerment; ethical value and behavior with organizational citizenship behavior. In this study, it is assumed the mediator role on the basis of these results in the relationship ethical value and behavior with organizational citizenship behavior and Hypothesis 2 has been developed.

Hypothesis 2. In the relationship between employee empowerment and OCB, ethical value and behavior have an impact of mediator.

4. Method

The objective in this study is to ascertain the impact of organizational citizenship behavior on employee empowerment and to determine the role of mediator ethical value and behavior within this impact.

4.1. Survey

The survey is applied to a sample for 195 people, whose of 130 are adhered from firm A and of 65 from firm B, which have included total 800 employees. The method of stratified sampling was chosen.

In this research, 58.5 % of the participants are collage graduated, 44.6 % are between the ages of 26 and 32, 72.3 % are male and 74.9 % are married. Besides, while 19.5% of the participants are executive, 80.5% are not.

4.2. Measures

Scale of employee empowerment. In the study, it is focused on two types of employee empowerment, which one is named as structural empowerment and developed by Kanter (1993) and the other one is called as psychological empowerment and enhanced by Spreitzer (1995 ve 1996). Scale of psychological empowerment: is developed by Spreitzer in the year of 1995. This scale was applied to textile workers by Sigler ve Pearson (2000: 27-52). The reason to choice this scale often is that it was applied to the biggest 500 firms in America (Spreitzer, 1997: 979-704). Scale of structural empowerment: Conditions of Work Effectiveness Questionnaire-II (Cweq-II), that is a scale of structural empowerment and is developed on the ethnografic study of Kanter's employee empowerment, includes working conditions such as access to perceived opportunities, support, information and resources. Cronbach alpha of employee empowerment was found 0.93 (Laschinger et al., 2001). The response categories for each item were anchored by Strongly Disagree (1) and Strongly Agree (5). Scale of employee empowerment was created with total of 6 questions by deriving 3 questions from the scale of psychological empowerment, orderly as, 'when decisions are taken related to the job, my views should be taken into account.', ' I can use personal initiative in my job.', ' I have significant impact and control on the events of my occupation and department.' and also 3 questions from the scale of structural empowerment orderly as, 'I have cahnce to gain new skillsand knowledge regarded with my job.', ' I have duties in my job, that I can use all my skills and knowledge.', ' I have support of my superiors in problem- solving.'

OCB Scale. OCB scale is also used in the study in order to measure organizational ciitizenship behaviors of the employees. OCB scale was developed by benefiting from the scale, which was arranged by Padsakof and MacKenzie (1997) and the values of validity and reliability of the scale highly in Turkey (İşbaşı, 2000). Cronbach alpha of the data obtained was found as 0.97 (Çelik, 2007: 200). The response categories for each item were anchored by Strongly Disagree (1) and Strongly Agree (5). 3 questions have been added to the study from each of 5 dimensions. Questions 1., 3. and 4. are added on the dimension of civic virtue, questions 7., 8. and 9. On the dimension of scrupulousnes; questions 13., 14., and 15. on the dimension of gentleman; questions 16., 17., and 18. on the dimension of altruism; finally questions 20., 21., and 22. on the dimension of courtesy. 8 questions were not added to the study.

Ethical value and behavior scale. As for related to ethical behavior, the scale is applied in order to identify both the perceived ethical value of the organization and ethical behavior the employee. For this reason, corporate ethical values scale and individual' ethical behavior scale, which are obtained from the study of Baker, Hunt and Andrews (2006) are utilized. These two scales can be specified as follow:

Corporate Ethical Values Scale. It is a scale that the initial version was developed by Hunt et al. (1989) and graded with 5- point Likert. This scale is also formed with 4 questions, which are obtained from the study of Baker, Hunt and Andrews (2006). One question is coded as reverse. 3 questions were derived from the scale. The question of "Managers in my company often engage in behaviors that I consider to be unethical" was deducted from the scale due to the possibility of false response. The response categories for each item were anchored by Strongly Disagree (1) and Strongly Agree (5). Cronbach alfa was attained as 0.79.

Ethical Behavior Scale. This scale, which initial version was adapted from the original study of Fraedrich (1993), Ferrell and Skinner (1988), was taken from the study of Baker, Hunt and Andrews (2006). The response categories for each item were anchored by Strongly Disagree (1) and Strongly Agree (5). 4 questions were occupied from the scale. Questions 1., 5., and 7. were excluded the research content. All questions were coded as reverse. Cronbach alfa was 0.78 in the scale. The items used to measure each of the constructs are presented in Table 1.

Table 1. Information Related to the Scales

	Ölçek Alt Boyutları- Sub- dimensions of scale	Item	Min.	Max.	Mean	Sd
Corporate Ethical Values and Ethical Behavior	Corporate Ethical Values	3	1	5	14.10	3.48
	Ethical Behavior	4	1	5	19.50	4.47
Employee Empowerment	Psychological empowerment	3	1	5	9.14	3.18
	Structural empowerment	3	1	5	10.56	3.11
Organizational Citizenship Behavior	Civic virtue	3	1	5	10.85	2.88
	Conscientiousness	3	1	5	12.51	2.51
	Sportsmanship	3	1	5	11.98	3.74
	Altruism	3	1	5	11.76	2.71
	Courtesy	3	1	5	12.32	2.75

5. Analyses and Results

5.1. Measurement Analyses

Factor analysis was committed by the program of Lisrel 8 for the scales that were utilized in the study. Reliability of scales was tested with Cronbach's Alpha reliability coefficient. In order to examine the content validity of those measures, we performed confirmatory factor analysis (CFA) with LISREL VIII (Joreskog and Sorbom, 1996) using a sample of 195 working for companies in Isparta province of Turkey.

Table 2.1. Items and Item Loadings from Confirmatory Factor Analyses for Corporate Ethical Values and Ethical Behavior

Items	(CFA)	t-Value	Cronbach Alpha Item	Mean	SS	Item-Total Correlations
Corporate ethical values and Ethical behavior			.74			
Corporate ethical values ⁽¹⁾			.82			
2.	0.55	6.46		3.72	1.04	.661**
3.	0.70	7.97		3.49	1.15	.765**
4.	0.56	6.65		3.39	1.23	.742**
Ethical Behavior			.88			
6.	0.61	8.53		3.70	1.20	.682**
8.	0.71	10.36		3.78	1.13	.763**
9.	0.79	11.93		3.81	1.18	.790**
10.	0.78	11.65		4.22	1.13	.785**

Note: Standardized item loadings reported for CFA. $p < .001$ for all loadings. OVD; Organizational Citizenship Behavior

$p < .01$, Standardized item loadings reliability $< .40$. $p < .05$,

^a Modification indices sonrası düşen sorular **Correlation is significant at the 0.01 level (2-tailed).

Goodness-of-Fit Statistics^{1*}: $\chi^2/df = 15.38/13 = 1.18$, NNFI=.98, CFI=.99, AGFI=.95, GFI=.98, IFI=.99, RMSEA=.031.

Table 2.2. Items and Item Loadings from Confirmatory Factor Analyses for Employee Empowerment

Items	(CFA)	t-Value	Cronbach Alpha Item	Mean	SS	Item-Total Correlations
Employee Empowerment ⁽²⁾			.81			
Psychological empowerment			.68			
1.	0.71	9.93		3.44	1.31	.789**
2.	0.74	10.27		3.48	1.22	.776**
3.	0.54	7.18		3.64	1.24	.719**
Structural empowerment			.76			
4.	0.77	11.27		2.90	1.43	.837**
5.	0.73	10.50		3.13	1.28	.805**
6.	0.66	9.23		3.12	1.37	.759**

Note: Standardized item loadings reported for CFA. $p < .001$ for all loadings. OVD; Organizational Citizenship Behavior

$p < .01$, Standardized item loadings reliability $< .40$. $p < .05$,

^a Modification indices sonrası düşen sorular **Correlation is significant at the 0.01 level (2-tailed).

Goodness-of-Fit Statistics²: $\chi^2/df = 10.50/8 = 1.31$, NNFI=.99, CFI=.99, AGFI=.95, GFI=.98, IFI=.99, RMSEA=.040.

Table 2.3. Items and Item Loadings from Confirmatory Factor Analyses for Employee Empowerment

Items	(CFA)	t- Value	Cronbach Alpha Item	Mean	SS	Item-Total Correlations
OVD- OCB ⁽³⁾			.89			
Civic virtue			.72			
1.	0.53	6.93		3.54	1.21	.709**
3.	0.75	10.23		3.74	1.20	.797**
4.	0.75	10.27		3.57	1.20	.812**
Conscientiousness			.74			
7.	0.75	11.29		4.38	.87	.754**
8.	0.85	13.30		4.37	.97	.851**
9.	0.50	6.85		3.75	1.26	.752**
Sportsmanship			.62			
13.	0.53	9.08		4.12	1.04	.877**
14.	0.58	10.06		3.94	.90	.543**
15.	0.72	10.73		3.92	1.06	.481**
Altruism			.79			
16.	0.78	11.92		3.89	1.08	.810**
17.	0.81	12.45		4.11	.99	.818**
18.	0.68	9.92		3.77	1.16	.818**
Courtesy			.86			
20.	0.80	12.81		4.17	1.04	.876**
21.	0.82	13.30		4.25	1.04	.869**
22.	0.65	9.70		3.90	1.05	.814**

Note: Standardized item loadings reported for CFA. $p < .001$ for all loadings. OVD; Organizational Citizenship Behavior

$p < .01$, Standardized item loadings reliability $< .40$. $p < .05$,

^a Modification indices sonrası düşen sorular **Correlation is significant at the 0.01 level (2-tailed).

Goodness-of-Fit Statistics³: $\chi^2/df = 139.35/80 = 1.74$, NNFI=.93, CFI=.95, AGFI=.87, GFI=.91, IFI=.95, RMSEA=.062.

CFA “confirmatory factor analysis” was applied for ethical value and behavior scale and two factor structure has been reached. Factor loads relating to each factor are given in Table 2. Then, goodness-of-fit indices of this scale was investigated. The goodness-of-fit measures were used to assess the overall model fit. Goodness-of-Fit Statistics: $\chi^2/df = 15.38/13 = 1.18$, NNFI=.98, CFI=.99, AGFI=.95, GFI=.98, IFI=.99, RMSEA=.031. (Şimşek; Jöreskog and Sörbom, 1993; Anderson ve Gerbing, 1984; Sümer, 2000). All the above fit indices for the initial CFA model indicated an acceptable fit. At the end of the application means and standard deviations of the items have been indicated in Table 2. It appears to be the values of mean at high level. In addition, t- values of all scales are significant (see. Table 2). Total-item correlations of factors were examined for level of internal consistency for scale. At the end of the implementation the calculated distinguishabilities of the items are shown in Table 2. According to the results of the implementation, the distinguishabilities of all the items are over 0.25 which is accepted as the limit required no modification. The median of the distinguishabilities of the items of ethical value and behavior scale has been found 0.83, which means that it is a pretty high value. The item-total correlations for ethical value and behavior items were values varying from .66 to .79. Hereunder, it could be stated that the scale of ethical value and behavior shows a good level of internal consistency for the scale.

The scale of employee empowerment has been implemented CFA “confirmatory factor analysis” and it has been achieved two factor structure. The goodness-of-fit measures were used to assess the overall model fit. Goodness-of-Fit Statistics: $\chi^2/df = 10.50/8 = 1.31$, NNFI=.99, CFI=.99, AGFI=.95, GFI=.98, IFI=.99, RMSEA=.040. All the above fit indices for the initial CFA model indicated an acceptable fit. It appears to be the values of mean at high level. The median of the distinguishabilities of the items has been found .77, which means that it is a pretty high value. The item-total correlations for the items were: The item-total correlations for employee empowerment items were values varying from .72 to .81. Hereunder, it could be stated that the scale of employee empowerment shows a good level of internal consistency for the scale.

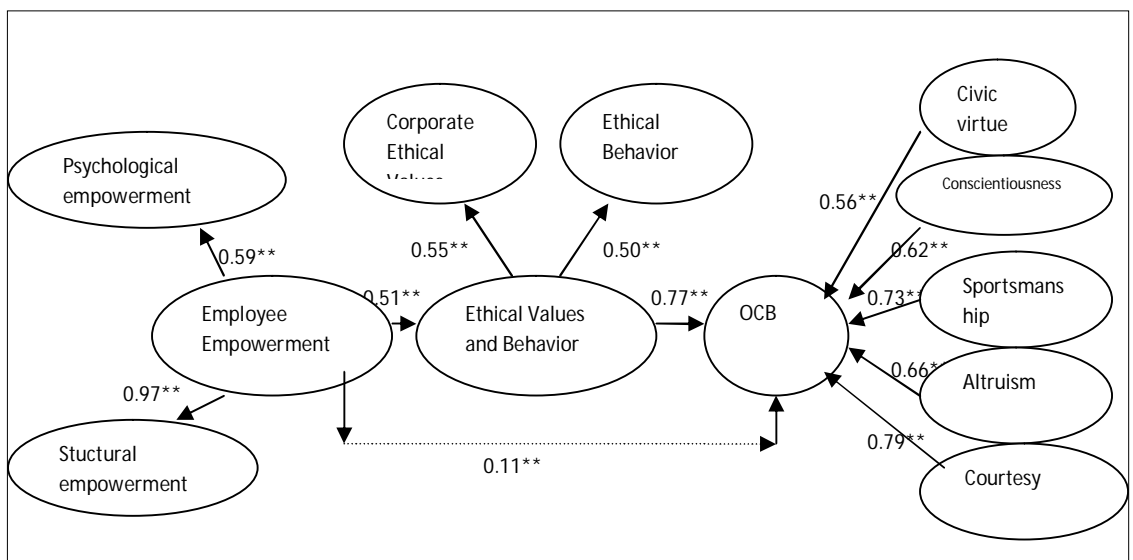
The scale of organizational citizenship behavior has been implemented CFA “confirmatory factor analysis” and it has been achieved five factor structure. The goodness-of-fit measures were used to assess the overall model fit. Goodness-of-Fit Statistics: $\chi^2/df = 139.35/80 = 1.74$, NNFI=.93, CFI=.95, AGFI=.87, GFI=.91, IFI=.95, RMSEA=.062.

Even though RMSEA value isn't at the expected level it could be stated the model acceptable because other values yield values of Goodness-of-fit. The median of the organizational citizenship behavior scale items' distinguishabilities has been found 0.81, which is a pretty high value. The item-total correlations for the items were: values varying from .48 to .88. Therefore it could be stated that scale of organizational citizenship behavior shows a good level of internal consistency for the scale.

5.3. The Structural Model

The hypothesized model is depicted in Fig. 1.

**Figure 1: Model of the Research (Indicates the Invalid Relationship)
T=.72**



Note: OCB; Organizational Citizenship Behavior

Table 3. Goodness-of-Fit Indices for Different Proposed Structural Models

Structural Model	Chi-square (χ^2)	df	χ^2/df	RMSEA	CFI	IFI	NFI	NNFI	RFI	AGFI	GFI
Model 1	76.77	25	3.07	.013	.90	.90	.86	.85	.79	.86	.92
Model 2	48.60	25	1.94	.070	.95	.95	.91	.93	.86	.91	.95
Model 3	48.57	24	2.02	.073	.95	.95	.91	.92	.86	.90	.95

Suggested by Baron and Kenny (1986) for testing hypothesis H1 and determining mediating effect of ethical value and behavior, data have been analysed under conditions of the intermediate variable (Şimşek, 2007: 25,31). In the first stage, the relation between empowerment and OCB have been determined by all-alone path analysis. At the result of the path analysis done it has been determined the path coefficient between empowerment and OCB as .59 ($p < .01$). This result fulfills the first of the condition of intermediate variable and it points that there could be a relation. As examined the Goodness-of-fit indices of the model 1, it has been determined that CFI (Comperative fit index-) value is 0.90, GFI (Goodness of fit index-) value 0.92, AGFI (Adjusted goodness of fit index-) value 0.86, χ^2 (statistics of chi-square) value 76.77, degree of freedom (df)=25 and RMSEA (Root mean square error of approximation) value 0.13. It could be stated the model is acceptable because obtained values in the model are yield values of Goodness-of-fit.

In the second stage it has been examined the model in model 2 in order to specify the effect of intermediate variable of ethical value and behavior between empowerment and OCB. After the examination done it has been located that the relations are significant between empowerment and ethical value and behavior (.56, $p < .01$), ethical value and behavior and OCB (.88, $p < .01$). According to these results all the conditions of intermediate variables have been fulfilled. As examined the Goodness-of-fit indices of the model 2, it has been determined that CFI (Comperative fit index-) value is 0.95, GFI (Goodness of fit index-) value 0.95, AGFI (Adjusted goodness of fit index-) value 0.91, χ^2 (statistics of chi-square) value 48.60, degree of freedom (df)=25 ve RMSEA (Root mean square error of approximation) value 0.07. It could be stated the model is acceptable because obtained values in the model are yield values of Goodness-of-fit.

In model 3 to add direct path form empowerment onto OCB does not engender improvement in fit of model as well as it has made a negative contribution to Goodness-of-fit. The path coefficient between empowerment and OCB has been determined as .11 ($p < .01$) (Fig. 2).

This result fulfills that there is not a relation between empowerment and OCB ($p < .01$). In addition to that, in tested model, the road from empowerment to OCB is not significant, exhibits that ($t = .72$) the tested model is a mediator. For this reason, the second model has been analyzed by removing the direct effects of empowerment on OCB. As examined the Goodness-of-fit indices of the model 3, it has been determined that CFI (Comperative fit index-) value is 0.95, GFI (Goodness of fit index-) value 0.95, AGFI (Adjusted goodness of fit index-) value 0.90, χ^2 (statistics of chi-square) value 48.57, degree of freedom (df)=24 ve RMSEA (Root mean square error of approximation) value 0.07. Even though RMSEA value isn't at the expected level it could be stated the model acceptable because other values yield values of Goodness-of-fit. The lack of any relationship between empowerment and OCB has designated complete mediation; the significant relationship and decrease of correlation coefficient have indicated partial mediation.

As a result, it could be affirmed that empowerment has a complete mediation with OCB by the mediation of ethical value and behavior. Hypothesis H2 have been supported. As a conclusion it could be stated that the variable of empowerment affects OCB by means of ethical value and behavior.

6. Discussion

The objective of this study is to indicate the effect of employee empowerment on OCB and the role of mediator ethical value and behavior in terms of this effect. According to the obtained data, in the tested model the insignificant of the path from empowermnet(empowerment) to OCB has indicated that the tested model is not a mediator model. It was also concluded that ethical value and behavior have a partially mediating role in terms of the effect of employee empowerment on OCB.

In the literature, different results have been also reached. For instance, Nezakati, Kohzadi, Karimi and Asgari (2004) defended the opinion that the investment for the employee, who could be named as the basic block of the organization, shoul be considered as the best investment tool for the future instead of an expense. It has been confirmed that employee empowerment has a positive effect on achieving the operational aims of the organization. Employee empowerment has a key role through the factors of OCB and it has also a positive impact on the formation of OCB.

According to results of the study of Noor (2009), which was run among the teaching staff members of the university in Pakistan, employee empowerment increases the organizational commitment and it has indicated that this case has increased OCB.

In contrast to that, in the literature, there are studies which report results similar to our results. For example, in a study of Baker, Hunt and Andrews (2006) found that ethical value understanding in the organization has caused much more ethical behavior of employees and as a result of that employees have a tendency of exhibition of high level OCB. In another study, it has been accentuated that the significance of ethical workplace and its effects. According to this study, if employees have fallen the existence of ethical workplace, it could be discussed about ethical workplace and so, it could be understood the meaning of that much better. In the organizations, ethical workplace should be encouraged and thereby, the tendency of the employees has affected a sense of positive trend. The presence of ethical environment has resulted as job satisfaction, more organizational commitment and OCB (<http://iinmayasari.files.wordpress.com/2010/01/the-institutionalization-of-corporate-ethical-code.pdf>, Erişim Tarihi: 01.06.2010). Similarly, Chegini (2009) it has been concluded that organizational justice within the scope of ethical value and behavior has increased OCB by sustaining inner- personal level of employees.

In the research, it has been shown that the more importance of the role of mediator ethical behavior and organizational ethical value in the impact of organizational empowerment on OCB. If they are willing the voluntary participation of organizational employees and the exhibition of behaviors beyond the role definitions, the first thing they should do, it should be provide the construction of ethical culture of the company and the adoption of this culture by anyone from the bottom to up. In this case, however, empowered employee could be expected to behave in line with organizational interests. This research provide a contribution in terms of this aspect for the literature and also with this research, this estimation could be reached that ethical value and behavior are necessary for OCB, which provides to access results such as, more commitment, efficiency, job satisfaction.

The limitation of this study is that it executed in only one province and two separate companies. It should be envisaged choosing the sector, in which a wider participation and higher empowerment, would increase robustness of hypotheses.

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