

# Human Resources and their Impact on Organizational Citizenship Behavior Case Study of the Public Institution for Neighborhood Health in Laghouat- Algeria

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## Abstract

The study aimed to know the impact of empowering human resources (medical and paramedical staff) on the behavior of organizational citizenship in the public health institution in Laghouat. The study started from a general question: What is the impact of empowerment on organizational citizenship behavior in the public health institution in the state of Laghouat? A general hypothesis and a set of sub-hypotheses related to the dimensions of empowerment and its impact on organizational citizenship behavior have been formulated

The researchers followed the descriptive approach by addressing the theoretical side as well as the practical side, and they used the questionnaire as a tool for the study containing 36 phrases, 85 forms were distributed, all valid for the study. The researchers also used the spss-22 program to analyze simple linear regression.

It was concluded that there is a statistically significant effect at the significance level ( $\alpha = 0.05$ ) for all dimensions of empowerment on organizational citizenship behavior, and the leadership dimension is considered the least influential dimension on organizational citizenship behavior in the institution under study

**Keywords:** Empowerment, human resource, leadership, delegation of authority, communication, organizational citizenship..

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## 1. Introduction:

Institutions have become competing to acquire the best competencies in order to achieve their goals, while studies confirm that successful institutions are those that have the best employees who achieve outstanding performance, and at the same time have a high level of organizational citizenship, while empowering human resources also plays a positive role in achieving several advantages that benefit institutions effectively, and what interests us in this study is trying to identify the impact of empowering human resources on organizational citizenship behavior in the Public Institution for Neighborhood Health in Laghouat State, hence the following main problem is raised: To what extent does empowerment in its five dimensions affect organizational citizenship behavior in the Public Institution for Neighborhood Health in Laghouat State?

**1.1 Study hypotheses:-** There is a statistically significant relationship between the leadership dimension and organizational citizenship behavior of medical and paramedical cadres at the significance level ( $=0.05\alpha$ ).

- There is a statistically significant relationship between the delegation of authority dimension and organizational citizenship behavior of medical and paramedical cadres at the significance level ( $=0.05\alpha$ ).

- There is a statistically significant relationship between the work team dimension and the organizational citizenship behavior of medical and paramedical staff at the significance level ( $=0.05\alpha$ ).

- There is a statistically significant relationship between the communication dimension and the organizational citizenship behavior of medical and paramedical staff at the significance level ( $=0.05\alpha$ ).

- There is a statistically significant relationship between the motivation dimension and the organizational citizenship behavior of medical and paramedical staff at the significance level ( $=0.05\alpha$ ).

- There is a statistically significant relationship between the administrative empowerment with its five dimensions and the organizational citizenship behavior of medical and paramedical staff at the significance level ( $=0.05\alpha$ ).

### **1.2 Study objectives**

-Addressing the topic of empowerment in detail, by focusing on the studies that covered it;

-Explaining the effect that empowerment performs on organizational citizenship behavior theoretically, by reviewing studies and research on the subject;

-Identifying the level of empowerment and organizational citizenship behavior at the Public Institution for Neighborhood Health in Laghouat State-

-Explaining the effect of psychological empowerment on organizational citizenship behavior at the Public Institution for Neighborhood Health in Laghouat State -, with a statement of the nature and intensity of the effect;

-Explaining the differences between the averages of psychological empowerment that are attributed to the variables of gender, age, educational level, rank and seniority.

-Statement of the differences between the averages of organizational citizenship behavior attributed to the variables of gender, age, educational level, rank and seniority

### **1.3 The importance of the study**

The importance of this study is evident in a number of points, perhaps we can mention the most important of them:

- This study derives its importance from the importance of the variables of psychological empowerment and organizational citizenship behavior, and from the nature of the organization under study, as empowerment as a psychological or specific input and organizational citizenship behavior as an organizational output constitute the interest of business organizations, researchers and scholars in the field of human resources management and organizational behavior, due to the

contribution of the former in identifying the most important organizational variables previously referred to in the introduction, and the role of the latter in achieving many advantages and benefits that are positively reflected in the performance and cost of administrative work;

- This study also derives its importance from the applied aspect of the organization under study, as the study of the two variables is compatible with a climate and nature similar to the climate and nature of the Social Insurance Institution, due to its characteristics that we mentioned in the introduction to this study.

#### 1.4 Previous studies

- Study of Janat Boukhmakhm, Naji Bin Hussein, An analytical study of the impact of empowerment on organizational citizenship behavior among employees at the Universities of Constantine 2 and Setif 1, *Journal of Economic Studies*, Volume 5, Issue 01, June 2018

The study aimed to determine the nature of the relationship between empowerment and organizational citizenship behavior among employees at the Universities of Constantine 2 and Setif 1, by using empowerment with its components of organizational learning, work organization and organizational justice, as these components have an impact on enhancing organizational citizenship behavior. The study was based on a general question: To what extent does employee empowerment at the two universities contribute to enhancing the level of organizational citizenship behavior?

The researchers used the questionnaire tool to collect data on a sample of 161 employees at the two universities and concluded that there is a positive impact of empowerment components on organizational citizenship behavior among employees in the institution under study.

- Kabir Omar's study, the impact of empowerment on employee performance through organizational citizenship behavior - a case study of Omar Bin Omar Mills, Guelma, PhD thesis, Business Administration, University of Martyr Hama Lakhdar in El Oued, 2020/2021.

The study aimed to know the impact of empowerment in its dimensions (information sharing, freedom and independence, meaning, efficiency) on employee performance in its dimensions (task performance, contextual performance) through organizational citizenship behavior as an intervening variable in its dimensions (altruism, tact, conscience awareness, civilized behavior), by applying it to employees in the Omar Bin Omar Mills institution in Guelma.

The researcher relied on the questionnaire tool to collect the primary data, and it was distributed to a random sample of 53 workers from different job levels. The program (Spss 25) and the program (Amos 26) were used to process the primary data. It was concluded that there is a moderate positive effect of empowerment as a whole and its separate dimensions (information sharing, freedom and independence, efficiency) on organizational citizenship behavior, except for the meaning dimension, as the results showed that it had no effect on organizational citizenship behavior. The study presented a set of recommendations that would help institutions in general and Omar Bin Omar Mills in particular to improve the levels of empowerment and citizenship behavior more, which would be reflected positively on the performance of employees.

- Abu Al-Qasim Al-Akhdar Hamdi's study, The impact of psychological empowerment on organizational citizenship behavior, a case study in the National Social Insurance Fund in Laghouat, Algeria, *Jordanian Journal of Business Administration*, Volume 51, Issue 5, 2019

This study aimed to know the impact of psychological empowerment on organizational citizenship behavior among employees of the National Social Insurance Fund in Laghouat. The

sample included 031 workers, where the researcher relied on descriptive statistical analysis, multiple regression analysis, in addition to correlation coefficients and single variance analysis, and the distribution moderation test.

The researcher reached several results, including the presence of an impact for all dimensions of psychological empowerment except for the independence dimension, as the efficiency dimension recorded the largest impact, followed by the impact of meaning.

Finally, the researcher presented a set of recommendations, the most prominent of which was focusing on training and continuous education to raise the efficiency of workers, valuing organizational citizenship behavior by including it in the promotion and incentive criteria, designing jobs with a focus on the motivational approach and enriching jobs more with challenges and experiences.

### **1.5 Methodology and tools:**

To study the impact of empowerment on the organizational citizenship behavior of the studied sample, the researchers followed the descriptive analytical method by addressing the theoretical aspect as well as the applied aspect. The researchers used the questionnaire as a study tool containing 36 statements. 85 forms were distributed, all of which were valid for the study. The researchers also used the SPSS-22 program to analyze simple linear regression.

### **1.6 Study terms:**

The definitions of empowerment varied according to the point of view of each researcher. We summarize some of them as follows:

Empowerment was defined as "the process of enhancing the ability of an individual or group to make purposeful choices and transform those choices into desired actions and results" (Ruth, Mette, & Holland, 2006, p1), while (Al-Otaibi, 2004) defined empowerment as: transferring responsibility and authority equally from managers to subordinates and a sincere invitation for employees to participate in decision-making authority in a way that makes the employee responsible for the results and quality of his work, in addition to the employee's participation in solving problems, providing information, and making decisions, which leads to transferring control from the president to the employee himself (Al-Hayyan, 2017, p. 60), and Natarajanf & Govindaraja defined it as: encouraging individuals and allowing them to take personal responsibility to improve performance methods to contribute to achieving the organization's goals, and this requires creating an organizational culture that encourages employees at all levels to represent the tool The main goal is to make a difference and help them, by providing them with the necessary confidence, skills and training (Rasham and Jameel, 2017, p. 71).

#### **•Dimensions of empowering human resources:**

Empowering employees consists of five important dimensions, which are:

-Leadership: What is meant here is transformational leadership, as (Bennis and Nanus, 1985) see that a great leader works to empower others to help them transform their vision into a reality and maintain it. The authors confirm that leaders who have transformational behavior have the ability to provide their subordinates with energy and inspiration to enable them to act by

providing them with a vision for the future instead of relying on the method of punishment and rewards (Al-Hayyan, 2017, p. 90).

-Delegation of authority: It is the relinquishment of some administrative levels of powers and authorities for lower functional levels to help them complete tasks in order to provide services easily to customers and beneficiaries (5, p15201Akif,

-Work teams: They consist of a group of individuals who have the ability to manage and direct their activities and work towards achieving the goals

-By self-reliance to complete all the work due to the availability of technical, practical and human skills and the resources necessary for their success, and independence in decision-making (Zaroukhi, Ansaid, 2018, p. 185.

-Communication and participation: Communication contributes to the success of the empowerment process, as it allows everyone the opportunity to possess information and participate in the decision-making process.

-Motivation: As the goals of empowerment cannot be achieved unless there is an appropriate reward system, whether the rewards are material or moral, in order to raise the motivation and encourage workers towards the required performance.

- Organ (1988) indicates that organizational citizenship behavior is an indirect, discretionary individual behavior that does not have direct, dedicated rewards. This behavior, in turn, supports the effective performance of the organization (Philip & all, 2000, p. 513). Chhtopadhyay (1999) defines it as optional behavior that is not included in the job description card and is not required by the individual manager or president (Shekhawi, 2016, p. 129.

- From here we realize that individuals who excel in OCB (organizational citizenship behavior) will go beyond their usual job duties to provide performance that exceeds expectations.

### **1.7 Dimensions of organizational citizenship behavior:**

- The specific dimensions of organizational citizenship behavior are as follows (LIZA. H, 2004, p68

- -Altruism (l' altruisme): It is the extent to which the employee helps those around him (colleagues, managers, customers) in work-related tasks (Barbaoui and Suleimani, 2017, p. 173.

- -Kindness and courtesy: (la prévoyance) is the person's attempt to prevent work-related problems, his awareness of the impact of behavior on others, and his non-exploitation of the rights of others.

- -Sportsmanship (l' esprit sportif): It is "the willingness to endure the harassment and restrictions that are inevitable at work without complaining", (Qureshi, 2015, p27

- -Civilized behavior (le civisme): It refers to the employee's participation in managing the organization's business, and ensuring its success and development through continuous monitoring of what is published as announcements and internal instructions in the organization.

- -Conscientiousness (l' esprit consciencieux): It represents the employee's voluntary behavior that exceeds the minimum requirements of the job in the area of attendance, respect for regulations and systems, breaks, working seriously...etc. (Ben Yahya, 2017, p. 250

**2. Analysis and discussion of the study results**

The results obtained were analyzed as follows:

To measure the reliability and validity coefficient, the researchers used the SPSS.v.22 program, and the results were as shown in the following table:

**Table (01). Shows the reliability and validity of the study variables**

Questionnaire axes	stability coefficient	N
Leadership	0,709	05
Delegation of Authority	0,718	04
Teams	0,663	04
Communication and Participation	0,811	04
Motivation	0,902	04
Organizational Citizenship Behavior	0,818	15
Macro	,9100	36

Source: Prepared by researchers based on the outputs of the SPSS.v.22 program

We note from the table above that the Alpha Chronbach's reliability coefficient reached high rates in all axes, as its value ranged between (0.709 and 0.910), i.e. greater than 60%, which indicates the possibility of relying on the questionnaire in measuring the studied variables.

Trends of the sample members' answers to the axis of empowering the human resource.

Trends of the study sample members' answers and the extent of their agreement with the statements of the leadership dimension

**Table (02). Shows the direction of the study sample members' answers and the extent of their agreement with the statements of the leadership dimension**

N	Trend	Deviation Sample	Mean Standard
01	OK	0,652	3,84
02	OK	0,532	4,05
03	OK	0,413	3,86
04	OK	,4080	3,98
05	OK	0,521	4,12
After driving	OK	,50520	3,97

Source: Prepared by the researchers based on the outputs of the SPSS.v.22 program

From the table, it is clear to us that all the averages related to the axis phrases are very close, while we find that the general average for the dimension of the meaning and importance of work is estimated at 3.97 with a standard deviation estimated at 0.505, which indicates that the sample under study appreciates the impact of the efforts of leadership and officials.

The direction of the answers of the study sample members and the extent of their agreement with the phrases after the delegation of authority.

**Table (03). It shows the direction of the answers of the study sample members and the extent of their agreement with the phrases after the delegation of authority.**

Trend	Deviation Sample	Mean Standard	N
OK	0,467	4,18	06
Strongly agree	0,477	4,34	07
Strongly agree	0,520	4,22	08
Strongly agree	0,610	4,24	09
Strongly agree	0,519	4,25	After delegation of authority

Source: Prepared by the researchers based on the outputs of the SPSS.v.22 program

From the table, the averages of the sample members' answers ranged between 4.18 and 4.34, i.e. between agree and strongly agree, while for the dimension as a whole, the general average was estimated at 4.25 with a standard deviation of 0.519, which explains that the sample members under study appreciate the efforts of officials towards granting them sufficient authority and powers to carry out their tasks.

The direction of the study sample members' answers and the extent of their agreement with the statements of the work teams dimension

**Table (04). It shows the direction of the study sample members' answers and the extent of their agreement with the statements of the work teams dimension.**

Trend	Deviation Sample	Mean Standard	N
Strongly agree	0,549	4,24	10
Strongly agree	0,427	4,24	11
Strongly agree	0,505	4,35	12
Strongly agree	0,538	4,26	13
Strongly agree	0,504	4,273	After delegation of authority

Source: Prepared by the researchers based on the outputs of the SPSS.v.22 program

From the table, we note that the general average of the sample members' answers to the statements after the work teams was estimated at 4.273 and a standard deviation estimated at 0.504, which explains that the sample members under study enjoy a team spirit to a large degree.

The direction of the study sample members' answers and the extent of their agreement with the statements after the contact and participation.

**Table (05). Shows the direction of the study sample members' answers and the extent of their agreement with the statements after the contact and participation**

Trend	Deviation Sample	Mean Standard	N
Strongly agree	0,575	4,25	14
Strongly agree	0,601	4,26	15
OK	0,530	4,13	16
Strongly agree	0,411	4,21	17
Strongly agree	0,529	4,21	After contact and participation

Source: Prepared by the researchers based on the outputs of the SPSS.v.22 program

We note that the direction of the answers of all sample members was agreement, as the arithmetic mean for the communication and participation dimension was estimated at 4.21 and a standard deviation of 0.529. From the answers of the sample members, we conclude that employees enhance their ability to communicate and participate well.

The direction of the answers of the study sample members and the extent of their agreement with the statements after the motivation

**Table (06). It shows the direction of the answers of the study sample members and the extent of their agreement with the statements after the motivation**

Trend	Deviation Sample	Mean Standard	N
Strongly agree	0,481	4,35	18
Strongly agree	0,497	4,22	19
Strongly agree	0,591	4,24	20
Strongly agree	0,557	4,31	21
Strongly agree	0,532	4,28	After stimulation

Source: Prepared by the researchers based on the outputs of the SPSS.v.22 program

We note that the direction of the answers of all sample members was strongly in agreement, as the arithmetic mean of the motivation dimension was estimated at 4.28 and a standard deviation of 0.532. From the answers of the sample members, we conclude that medical and paramedical cadres receive appropriate motivation.

The direction of the answers of the study sample members and the extent of their agreement with the statements of the organizational citizenship behavior axis.

Table (07). It shows the direction of the answers of the study sample members and the extent of their agreement with the statements of the organizational citizenship behavior axis.

Trend	Deviation Sample	Mean Standard	N
OK	0,640	3,82	01
OK	0,542	4,06	02
OK	0,394	3,85	03
OK	0,392	3,96	04
OK	0,512	4,11	05
OK	0,459	4,16	06
Strongly agree	0,473	4,33	07
Strongly agree	0,514	4,21	08
Strongly agree	0,615	4,25	09
Strongly agree	0,543	4,22	10
Strongly agree	0,434	4,25	11
Strongly agree	0,501	4,34	12
Strongly agree	0,532	4,25	13
Strongly agree	0,570	4,24	14
Strongly agree	0,596	4,25	15
OK	0,515	4.15	Organizational citizenship behavior

Source: Prepared by the researchers based on the outputs of the SPSS.v.22 program

From the table, we note that the average responses of the sample members to the statements of the organizational citizenship behavior axis were estimated at 4.15 and a standard deviation of 0.515, which indicates that there is a high level of organizational citizenship behavior for the sample members in the institution under study.

The first sub-hypothesis:

To test this hypothesis, the significance level was chosen to verify the existence of an effect between the leadership dimension and organizational citizenship behavior among employees in public health institutions in the state of Laghouat, as shown in the following table:

**Table No. (08): Results of the significance level test for the first hypothesis**

Coefficient of determination R2	Correlation coefficient R	Sig significance level	Mean squares	degree of freedom	Total	Source
0,31	0,56	0,002	0,1	1	0,1	Slope
			0,055	83	4,603	Error
				84	4,703	Total

Source: Prepared by the researchers based on the outputs of SPSS 22.

The previous table shows the results of the statistical analysis that the value of  $\leq 0.05 = 0.002$  Sig. From this, we accept the hypothesis that there is a relationship between the leadership dimension and organizational citizenship behavior. This is confirmed by the correlation coefficient, which reached (0.56). As for the explanatory power of the variable, it reached (0.31), which means that 31% of the variables that occur in organizational citizenship behavior are due to the leadership dimension.

**Table No. (09): Results of simple linear regression for the first sub-hypothesis**

Significance level sig	The axis	
0,000	3,639	A
0,002	0,137	B

Source: Prepared by the researchers based on the outputs of SPSS 22.

Through the results obtained, the regression line equation becomes:  $Y1=3.639+0.137x1$

To test this hypothesis, the significance level was chosen to verify the existence of an effect between the dimension of delegation of authority and organizational citizenship behavior, in the public institution for neighborhood health in the state of Laghouat, as shown in the following table:

**Table No. (09): Results of testing the significance level for the second hypothesis**

Coefficient of determination R2	Correlation coefficient R	Sig significance level	Mean squares	degree of freedom	Total	Source
0,725	0,852	0,000	3,412	1	3,412	Slope
			0,016	83	1,292	Error
				84	4,704	Total

Source: Prepared by the researchers based on the outputs of SPSS 22.

The previous table shows the results of the statistical analysis that  $\text{Sig} = 0.000 \leq 0.05$ , and from this we accept the hypothesis that there is a relationship between delegation of authority and

organizational citizenship behavior, which is confirmed by the correlation coefficient, which reached (0.852), while the explanatory power of the variable reached (0.725), which indicates that 72.5% of the variables that occur in organizational citizenship behavior are due to the effect of the delegation of authority dimension.

**Table No. (10): Simple linear regression results for the second hypothesis**

Significance level sig	The axis	
0,000	1,054	A
0,000	0,743	B

Source: Prepared by the researchers based on the outputs of SPSS 22.

$Y_2 = 1.054 + 0.743x_2$  Through the results obtained, the regression line equation becomes

To verify the existence of an impact of the work team dimension on organizational citizenship behavior, in the public institution for neighborhood health in the state of Laghouat, the results were as shown in the following table:

**Table No. (11): Results of the significance level test for the third sub-hypothesis**

Coefficient of determination R <sup>2</sup>	Correlation coefficient R	Sig significance level	Mean squares	degree of freedom	Total	Source
0.77	0.877	0,000	3,615	1	3,615	Slope
			0.013	84	1,089	Error
				85	4,704	Total

Source: Prepared by the researchers based on the outputs of SPSS 22.

The previous table shows the results of the statistical analysis that the value (Sig=0.000) i.e. Sig=0.000<0.05, and from it we accept the hypothesis that there is a relationship between the dimension of work teams and organizational citizenship behavior, and this is confirmed by the correlation coefficient, which reached (0.877), as for the explanatory power of the variable, it reached (0.877), which means that 7.78% of the variables that occur in organizational citizenship behavior are due to the sample members enjoying the team spirit.

**Table No. (12): Results of the simple linear regression for the third sub-hypothesis**

Significance level sig	The axis	
0,000	1,441	A

0,000	0,641	B
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Source: Prepared by the researchers based on the outputs of SPSS 22.

From the results obtained, the regression line equation becomes as follows:  $x30.641 + 1.441Y3=$   
 The level of significance was tested to verify the existence of an effect of the communication and participation dimension on organizational citizenship behavior in the institution under study, as shown in the following table:

**Table No. (13): Results of testing the level of significance for the fourth hypothesis**

Coefficient of determination R2	Correlation coefficient R	Sig significance level	Mean squares	degree of freedom	Total	Source
0.852	0.923	0,000	4,006	1	4,006	Slope
			0.008	84	0,698	Error
				85	4,704	Total

Source: Prepared by the researchers based on the outputs of SPSS 22.

The previous table shows the results of the statistical analysis that the value (Sig=0.000) i.e.  $Sig=0.000 \leq 0.05$  We accept the hypothesis that there is a relationship between the dimension of communication and participation and organizational citizenship behavior, and this is confirmed by the correlation coefficient, which reached (0.923), while the explanatory power of the variable reached (0.852), which means that 85.2% of the variables that occur in organizational citizenship behavior are due to the dimension of communication and participation.

**Table No. (14): Results of simple linear regression for the fourth hypothesis**

Significance level sig	The axis	
0,000	1,612	A
0,000	0,609	B

Source: Prepared by the researchers based on the outputs of SPSS 22.

Through the results obtained, the regression line equation becomes:  $x30.609 + 1.612 Y3=$   
 To verify the existence of an effect of the motivation dimension on organizational citizenship behavior in the institution under study, the results were as shown in the following table:

**Table No. (11): Results of the significance level test for the fifth sub-hypothesis**

Coefficient of determination R <sup>2</sup>	Correlation coefficient R	Sig significance level	Mean squares	degree of freedom	Total	Source
0.778	0.882	0,000	3,658	1	3,658	Slope
			1.046	84	1,046	Error
				85	4,704	Total

Source: Prepared by the researchers based on the outputs of SPSS 22.

The previous table shows the results of the statistical analysis that the value (Sig=0,000) i.e.  $Sig=0,000 \leq 0.05$ , and from this we accept the hypothesis that there is a relationship between the motivation dimension and organizational citizenship behavior, and this is confirmed by the correlation coefficient, which reached (0.882), while the explanatory power of the variable reached (0.778), which means that 77.8% of the variables that occur in organizational citizenship behavior are due to the degree of motivation.

**Table No. (12): Results of simple linear regression for the fifth sub-hypothesis**

Significance level sig	The axis	
0,000	0,166	A
0,000	0,039	B

Source: Prepared by the researchers based on the outputs of SPSS 22.

Through the results obtained, the regression line equation becomes as follows:  $x50.039 + 0.166Y5=$

### 3. Conclusion:

A set of results and proposals were extracted as follows, by testing the hypotheses, we obtained the following results:

- There is a reasonable level of administrative empowerment practice in the public institution for neighborhood health in the state of Laghouat;
- There is a high level of organizational citizenship behavior among the individuals of the studied sample;
- The leadership dimension positively affects organizational citizenship behavior among medical and paramedical cadres in the institution under study;

- The delegation of authority dimension positively affects organizational citizenship behavior, which means that the higher the level of delegation of authority, the higher the level of organizational citizenship behavior.
- The work teams dimension has a significant positive effect on organizational citizenship behavior, and this is due to the fact that the more the individuals of the sample work in a team spirit, the more their sense of organizational citizenship is enhanced;
- After communication and participation, it has a positive impact in supporting organizational citizenship behavior, so that the higher the degree of communication and participation in work and decisions, the higher the level of citizenship behavior among them;
- After motivation, it also has a positive impact in supporting organizational citizenship behavior;
- Administrative empowerment affects organizational citizenship behavior among medical and paramedical staff.

### 3.1 Proposals:

The researchers suggested:

- The need for the management of public health institutions in the neighborhood to pay attention to administrative empowerment as a modern trend to support organizational citizenship behavior;
- Conducting more studies and research on human resource empowerment and its relationship to some other organizational variables, especially in health sector institutions, as it is one of the most important sectors in Algeria.

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