
INVESTIGATING THE MANAGEMENT OF THE INTEGRATION OF ORGANIZATIONAL PEOPLE AND EMPOWERING MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: A BEHAVIORAL ANALYSIS

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Abstract: *NOWADAYS, EMPOWERMENT IS CONSIDERED AS ONE OF THE USEFUL TOOLS FOR IMPROVING THE QUALITY OF EMPLOYEES AND INCREASING THE EFFECTIVENESS OF THE ORGANIZATION. IN ORDER TO ACHIEVE THIS, ORGANIZATIONS, BY EMPOWERING THE RELEVANT EMPLOYEES IN ORDER TO ENCOURAGE THEM TO TAKE ACTION WITHOUT PRESSURE, RESPECT THE COLLECTIVE INTERESTS OF THE ORGANIZATION WITH THE LEAST SUPERVISION AND PERFORM THEIR DUTIES AS OWNERS OF THE ORGANIZATION. THEY ARE DEPRIVED OF FACE TO FACE CITIZENSHIP BEHAVIOR (TRANS-ROLE AND SUB-ROLE) IS PART OF THE OPERATIONAL*



CHARACTERISTICS OF THE COMPANY. PHYSIOLOGICAL NEEDS (SELF-EFFICACY, COMPETENCE, COMMUNICATION) ARE A SET OF PERSONAL AND SOCIAL CHARACTERISTICS AND FEELINGS AND THOUGHTS RELATED TO THEM, WHICH ONE ACQUIRES THROUGH THE ABILITY TO INTERACT WITH ONESELF AND BY FINDING IDEAS THAT AFFECT CITIZENSHIP BEHAVIOR. AND AFFECT EMPLOYEE EMPOWERMENT. THIS RESEARCH IS DESCRIPTIVE-SURVEY AND CORRELATIONAL. DUE TO THE RESEARCHER'S LACK OF ACCESS TO MUNICIPAL STAFF IN QOM PROVINCE, MORGAN TABLE SAMPLING METHOD WAS USED. VALIDITY AND RELIABILITY OF QUESTIONS WITH CRONBACH'S ALPHA ABOVE 0.7. RESEARCH DATA WERE COLLECTED USING A STANDARD QUESTIONNAIRE AND ANALYZED. THE PLS STRUCTURAL EQUATION MODEL IS USED. THE RESULT OF THE HYPOTHESIS TEST INDICATES THE POSITIVE EFFECT OF PHYSIOLOGICAL NEEDS ON EMPLOYEE EMPOWERMENT AND CITIZENSHIP BEHAVIOR, AND ALSO CITIZENSHIP BEHAVIOR AFFECTS THE RELATIONSHIP BETWEEN PHYSIOLOGICAL NEEDS AND EMPLOYEE EMPOWERMENT.

Keywords: EMPLOYEE EMPOWERMENT, CITIZENSHIP BEHAVIOR, PHYSIOLOGICAL NEEDS, PLS STRUCTURAL EQUATION MODEL

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Introduction

In today's economy, employee empowerment activities are no longer limited to goods as in the traditional case, and service organizations are trying to use empowerment strategies for development. Every organization is considered. Based on a strong brand, organizations can determine higher value for their products and services and reduce their vulnerability to competitors. According to King, empowerment is something that makes employees more aware of the services they provide. Service delivery by competitors is imitable but empowerment is unique. Employees are different in terms of their characteristics and what they use (Imani, 1396). It is clear that brand identity plays a key role in its success. Brand identity leads to understanding it and building a strong relationship between the customer and that brand. Ullal et al. (2021) investigated the importance of artificial intelligence (AI) for the services industry in order to increase customer satisfaction. Empowerment must be built in such a way that it remains consistent for a long time. In addition, the employees of the municipal company must be different from other organizations and meet the demands of the customer and thus lead to customer loyalty (Tahmasebi et al., 2012). Therefore, customers are like voice advertisers of the municipal brand and have become the basis for suppliers to create a brand identity. Therefore, physiological needs (communication, competence, autonomy) on citizenship behaviors and having a special identity for employees attract customers and it will also improve the performance of the organization. In addition, the organization can establish a good relationship with its customers through its employees. For the past two decades or so, marketing researchers have been reviewing the principles of the customer experience that reinforce another form of service delivery, individual transactions by the community. The experiences of community-based employees are increasingly evident in the organization's communities. Today, the popularity of the organization in the West is recognized as an asset and employees are willing to pay for any services for the organization. Today,



empowerment is considered as one of the useful tools to improve the quality of employees and increase organizational effectiveness.

In order to succeed in today's changing business environment, organizations need the knowledge, ideas, energy and creativity of all employees, from front-line employees to senior managers. To achieve this, organizations through empowering relevant staff. In order to encourage them to take action without pressure, they respect the collective interests of the organization with minimal supervision and perform their duties as owners of the organization. Empowerment is especially important in virtual work environments where members of the organization are deprived of face-to-face interactions and are forced to act independently. Also, empowerment is important to maintain the hope and dependence of the remaining employees during the time of downsizing of the organization. Empowerment enables employees to be more resilient and resilient in the face of problems and threats. Therefore, it can be useful as a resource that prevents the vulnerability of employees and sows the seeds of hope in critical situations such as the destruction of financial capital and the loss of human life. For instance, Mehdiabadi et al. (2022) discussed the implications of industry 5.0, information and communication technology, also new digital technologies and technological innovations for the sustainable development the banking sector. Birau et al. (2021) investigated the advantages of using customer relationship management (CRM) in the case of the banking industry of Iran, considering Sharia laws and the principles of Islamic finance.

Theoretical foundations and research background

In today's competitive and changing business environment, the main concern of organizations is survival and progress, which will not be possible except by reducing costs and becoming more competitive. As a result, organizations are working to identify and improve the behavior of their human resources, as well as reduce their costs. In this regard, organizations need people who go beyond their specific job tasks.

They tend to expand cooperation, help colleagues, employers, and clients, which are termed organizational citizenship behaviors, and the realization that they are the most valuable assets of the organization. This is very important for the healthcare industry because it is highly dependent on its human resources and its employees have a great impact on the growth and survival of the organization. As a result, employee citizenship behavior can lead to further improvement of their competitiveness and organizational performance compared to larger organizations. In addition, good organizational citizens are effective and necessary in utilizing the scarce resources of the conditional organization. Given the concerns of managers of organizations about survival and progress in today's competitive environment and that the number of people who exhibit citizenship behavior is small

Understanding organizational citizenship behavior and the factors affecting it is important and can be an effective step in the development of organizations, and this knowledge is more important for health organizations that are an effective factor in the health development process because this behavior requires the necessary flexibility to Provides unpredictable situations and helps the employees of the organization to be together and together (Atilgan, Aksoy, & Akinci,2010). Branding as a solution in today's situation has turned to citizenship behavior and have begun to act self-management in various ways. One of these types of self-management can be called employee empowerment management. This method of employee management tries to create value for the brand by targeting, planning, implementation and control and then strives to maintain and enhance its value (Dolatabadi &Khazaei Pool, 1392).

Due to the rapid transformations and the spread of human knowledge and information, everything is rapidly changing. Organizations are interacting with the environment. Equipping and preparing these resources to face change is of particular importance and all organizations with all kinds



of missions should devote the most capital, time and program to cultivating human beings. Many organizations have recognized the solution to this problem through the implementation of empowerment programs and have tried to provide the necessary conditions for the development of capable employees. This regard, in empowerment management, all the frameworks that we use in the management of a company must be observed, respectively. Just as the management of an organization first defines its mission by stating what mission the organization wants to accomplish and then defines the goals of the collection based on that statement and tries to achieve the goals of service delivery by formulating a strategy, here too, for the name A business makes a statement or statement of employee empowerment, then defines the goals based on it.

Finally, we develop strategies based on it, using feedback, to control the extent to which we have achieved our goals. In other words, each company is selected according to the capabilities of its employees, when in a comprehensive and integrated manner. Being managed creates long-term behavioral health and is considered a valuable asset (Mirzaei, Gray, Baumann, Johnson, & Winzar, 2015).

Increasing competition between organizations today increases their need to understand, manage, and influence a strong business position (Celly& Knepper, 2010). Past research shows that employee empowerment in an organization, when successfully implemented with modern communication tools It creates more awareness and knowledge among various fields. This awareness requires physiological behaviors that are innate in all human beings and are essential for self-regulation and well-being. Despite the great interest in research on organizational citizenship behavior, its dimensions are not yet fully understood. A review of the literature on this concept has potentially identified about thirty different types of behavior. But the most authoritative classification of the components of citizenship behavior is provided by Marshall (autonomy, competence, communication).

The need for autonomy includes having a sense of choice in starting, maintaining, and arranging activities. Autonomy occurs when people feel they are the cause of their behavior. That is, they feel confident in their choices and are able to perform well.

Competence is the need to be effective in interacting with the environment, which indicates a desire to use talents and skills in doing work, to pursue optimal challenges and to master them. Communication is the need to establish emotional bonds and attachments with others, and this need indicates an emotional desire and involvement in intimate relationships. Communication is an important motivational structure, because when interpersonal relationships support people's need for belonging, people perform tasks better, become more resilient to stress, and have fewer psychological problems. The three basic psychological needs are interrelated. Belonging provides the security needed for people to initiate autonomy. A sense of autonomy in doing homework increases competence.

he main power of this research is to investigate the factors affecting the physiological need in the extra-role behaviors of the customer, ie citizenship and destructive behaviors and the results of these behaviors. In-role performance refers to those job behaviors of employees that are expressed in the description of the duties and official roles of the organization and are encouraged by the organization.

It is said to describe the formal duties and roles of the organization and is encouraged by the organization. For almost a decade and a half, researchers have distinguished between in-role performance and extra-role performance. Transparent performance refers to job behaviors beyond the formal roles of employees that are optional and usually not considered in the organization's formal reward system.

These behaviors are described by the concepts of pre-social behaviors, role-playing behaviors, spontaneous behaviors and contextual performance, and organizational citizenship behaviors in general. Organizational citizenship behavior is generally those voluntary and voluntary behaviors that



the individual, despite the fact that there is no obligation by the organization to perform them, the person, beyond the expectations of the job and job description, perform them and in the shadow of those behaviors by Employees create benefits for the organization; That is, although it is not directly encouraged by organizational rewards, it increases the effectiveness of the organization. (Mirzaei et al., 2015)

According to this finding, people who feel competent, autonomous and connected during learning activities show higher intrinsic motivation. While ignoring the basic psychological needs, the inner motivation decreases and the activity becomes dependent on the environment (Chapleo, 2014)

Therefore, in this research, with a long-term and strategic perspective, the method of employee empowerment management in Qom Municipality and its impact on customer satisfaction is presented. How can companies develop employees' intrinsic motivations in favor of employee empowerment? Impact? What are the physiological needs for employee empowerment with the mediating role of citizenship behavior?

In Imani's previous internal research, (2017), in his article entitled "Effects of brand and brand credibility on customer loyalty and employee empowerment", the rate of purchase and customer return is an ever-evolving issue in the store and communication services sector. It can be said that business patterns depend on long-term relationships with customers based on profitability. Trade in this sector is considered as an important tool to increase consumer protection to review and quality of services. The present study examines another important role of brand and brand in employee empowerment management and service delivery of stores and communication services. Based on economics data, we suggest that brand credentials confirm the role that empowerment can play in this process. This research leads to a strong understanding that employee empowerment plays an important role in long-term customer relationship management and explains how typical customer relationship management tools, satisfaction and service quality are related to brand and brand credibility.

Shojaei (2016), in his article entitled "Investigating the Relationship between Psychological Contract Violation with Organizational Citizenship Behavior and Intention to Move with the Moderating Role of Power Distance", individuals are sensitive to the promises made at the beginning of employment and if this promise Violated People react to it in different ways. This reaction varies in different societies due to cultural differences. Therefore, the aim of this study was to investigate the relationship between psychological contract violation with organizational citizenship behavior and the intention to relocate with the moderating role of the power distance.

This reaction varies in different societies due to cultural differences. Therefore, the aim of this study was to investigate the relationship between psychological contract violation with organizational citizenship behavior and the intention to relocate with the moderating role of the power distance. This research is a survey of descriptive research group in terms of applied purpose and in terms of data collection method. The statistical population of this study consisted of all teachers of secondary schools for girls in Aliabad Katoul city, whose number was equal to 268 people and the sample size was obtained by stratified random sampling method of 154 people. Data collection tools were a questionnaire, Robinson & Morrison 2000 psychological contract breach, citizenship behavior of Podsakoff and MacKenzie (1997), Structural equation method based on PLS software was used to analyze the data. Findings showed that there is a negative relationship between psychological contract violation and citizenship behavior and a positive relationship between psychological contract violation and relocation intention. Nor does the power gap moderate the relationship between psychological contract and organizational citizenship behavior and intention to relocate.

Mojtahedi, (2016), in his article entitled "The relationship between organizational citizenship behavior and organizational learning among the staff of property and documents registration in Fars province", suggested that organizational citizenship behavior is an important behavioral category that



today has a special place in the field of organizational behavior management theories. The purpose of this study is to investigate the relationship between organizational learning and citizenship behavior of real estate registrars in Fars province from Iran.

This research is a descriptive correlational study in terms of practical purpose and data collection. Sampling method is cluster sampling. Data collection tools were organizational citizenship behavior questionnaires of Podsakoff and MacKenzie (1997) and organizational learning questionnaire that the reliability of the questionnaire was 94 and 95, respectively. Data were analyzed using Pearson correlation coefficient and stepwise multivariate regression. The results of Pearson correlation showed that there is a significant and positive relationship between organizational learning and organizational citizenship behavior. There is a significant and positive relationship between the components of organizational learning and the components of citizenship behavior. The results of stepwise multivariate regression showed that the role of the shared perspective component in explaining organizational citizenship behavior is more than other variables, followed by mental models and systems thinking in explaining organizational citizenship behavior.

in all three cases, the role of emotion mediation involves a higher frequency of negative emotions. In addition, the indirect effect of employee empowerment through positive emotions was also statistically significant. These issues have been discussed in order to suggest future interventions and ways of research. In another study by Pelit, Öztürk, & Arslantürk, (2011) in his study on "Organizational Climate, Employee Empowerment and Job Satisfaction of Public Employees", the results show that it is in an integrated theoretical framework for monitoring workplaces with the aim of increasing employment and preventing burnout. This framework has a great impact because the management of job resources and demands can have a negative impact on employees, especially in organizational areas that are characterized by high job demand. In this study, the resource model for the job has been used to investigate the relationship between organizational climate, role stress and employee well-being (burnout and job satisfaction) in public organizations.

In another study by Bilis (2017) in his article on "Employee Empowerment and Workplace Welfare: A Century of Experimental Trends That Influence Theoretical and Social Impacts", this study examines the history of stress research in JAP with Tracking the abstracts of articles published in various journals is reviewed. Each course is different in terms of the number of articles published and the general themes of the subject areas. We show that advances in theory are the main motivation for the main research topics and the number of publications. Our study also shows that articles increasingly tend to reflect broader events that occur in society, such as recessions and labor changes. We conclude by presenting ideas about the future of stress and welfare research.

Research Hypotheses:

In fact, according to what was stated in this research, the following hypotheses are made:

- H1 Physiological needs affect citizenship behavior
- 2H Citizenship behavior affects the relationship between physiological needs and employee empowerment
- H3. Physiological needs (communication, competence, autonomy) affect meta-role behavior.
- H4. Physiological needs (communication, competence, autonomy) affect behavior in a role.
- H5. Behavior in a role affects the relationship between employee empowerment.
- H6. Meta-role behavior affects employee empowerment.

Research purposes

The main purpose of this study is to investigate the application of the effect of physiological needs on employee empowerment with the mediating role of citizenship behavior in municipal organizations in Qom province. The present study aims to achieve the following objectives:

- A. Testing the direct relationships between the dimensions of physiological needs (communication, competence, autonomy) on citizenship behavior.
- B- Study of citizenship behavior on the relationship between physiological needs and employee empowerment.

Conceptual model of research:

The model is the relationship between theoretical design (theory) and the work of collecting and analyzing information. In the social sciences, models include signs and symptoms, that is, the characteristics of some experimental phenomena (including components and their relationship) are logically expressed through related concepts. Thus, the model reflects reality and certain aspects of They visualize the real world in relation to the problem under study. It clarifies the major relationships between the aspects and finally provides the possibility of experimental experiments according to the nature of these relationships. (Khaki, 2011) In this study, according to the issues raised in the literature and the main question presented, the model the research concept is designed and developed in Figure (1).

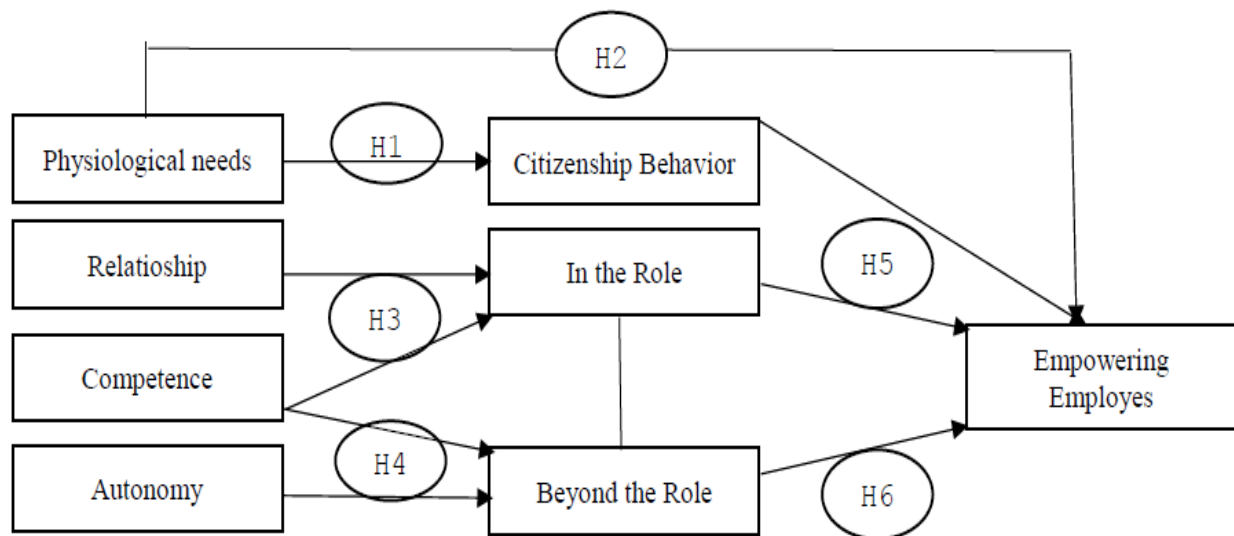


Figure no.1 The research concept design

By examining these dimensions, questions about the impact of physiological needs on employee empowerment with the mediating role of citizenship behavior in municipal organizations in Qom province are raised, which we answer in this study:

The main research question:

Does the effect of physiological needs affect employee empowerment with the mediating role of citizenship behavior in organizations?



Research methodology

In terms of data collection, in addition to exploratory approach research, a descriptive monitoring plan (of correlation type) has been used and is considered as a basic research in terms of purpose. To investigate the effect of physiological needs on employee empowerment with the mediating role of citizenship behavior in municipal organizations in Qom province. The study population of this study was 400 people, who according to Morgan table, a statistical sample consisting of 196 employees of the municipality of District 1 of Qom were selected based on simple random sampling method. The reason for their selection was that the necessary training was provided to the employees and they were also accurately aware of the empowerment processes of the employees in these organizations. Respondents were also those who had been actively involved in the municipal organization for at least two years. Preliminary and exploratory studies used pre-descriptive designs to enable the collection of information for clarification, summarization, presentation and interpretation.

The method used to collect data is the standard questionnaire of Vanasas (2019). The questionnaires were distributed in person in the first two months of the fall of 1398 in the organizations of Qom Municipality. In the questionnaire, various dimensions were examined, which are mentioned in Table (1) for details of validity and reliability.

Table 1				
Components and dimensions of research and reliability figures of research content and tools				
Cronbach's alpha	Combined reliability	AVE	Number of items	Components
0.869	0.800	0.714	3	Autonomy
0.914	0.701	0.755	3	Competence
0.811	0.899	0.845	3	Relationship
0.736	0.723	0.847	3	In a role
0.814	0.736	0.891	3	Beyond the role
0.859	0.845	0.941	3	Empowering employees

The Likert five-choice spectrum was used in the questionnaire. As shown in Table (1), to ensure the reliability of the instrument at the level of reflective dimensions, three methods of mean extraction variance (at least 0.5), combined reliability (at least 0.7) and Cronbach's alpha (at least 0.7) were used. In most cases, there are boundaries in each method in the figures and their outputs are acceptable in general. PLS software has been used to analyze the data.

Data analysis

Here, in order to analyze the data obtained from the implementation of the questionnaire, we will analyze the content and analysis such as mean, frequency and percentages, and also inferential statistics of factor loading coefficient were used. Using SPSS-PLS software, the data were organized and interpreted in accordance with the objectives. The results of the research inferential statistics analysis show that all the main hypotheses of the research have been confirmed.

Research findings

The highest path coefficient among the research hypotheses is physiological needs on citizenship behavior with impact factor (0.669), the second hypothesis of citizenship behavior on the relationship between physiological needs and employee empowerment with impact factor (0.697), the third hypothesis on physiological needs (relationship, competence, autonomy) on meta-role behavior

with impact factor (0.601-845-0.936), the fourth hypothesis of physiological needs (relationship, competence, autonomy) on behavior in impact role (0.573 0.647-0.712), the fifth hypothesis of behavior in a role affects the relationship between employee empowerment with the impact factor (0.813), the seventh hypothesis of meta-role behavior affects the empowerment of employees with a coefficient (0.746).

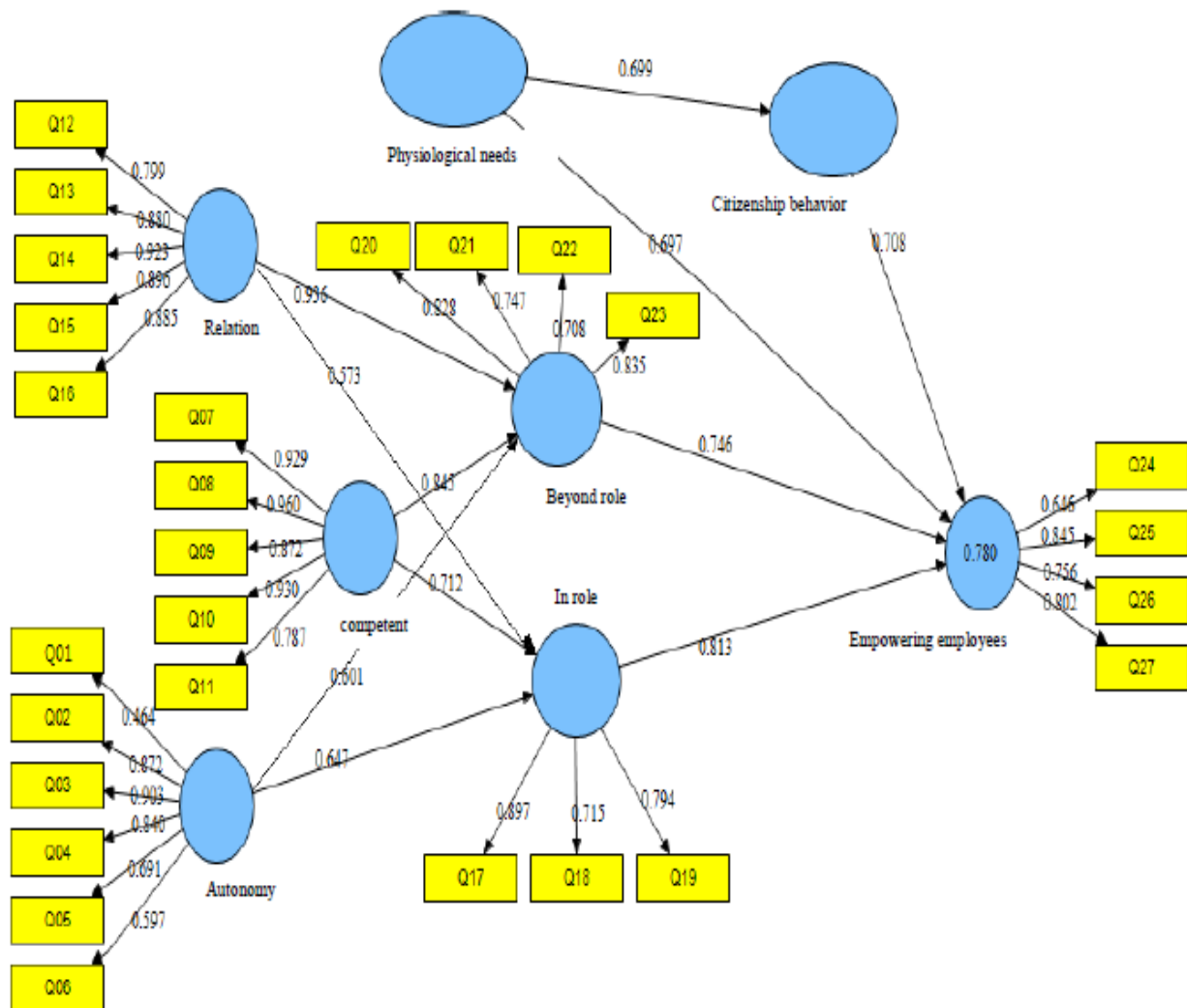


Figure no.2 Factor load to evaluate the effect of physiological needs on employee empowerment with the mediating role of citizenship behavior

Table 2 Examining the results of hypotheses		
Significance	Factor load	Variables
7.178	0.669	H1. Physiological needs affect citizenship behavior.
5.147	0.697	H2. Citizenship behavior affects the relationship between physiological needs and employee empowerment



9.140 7.647 5.326	0.936 0.845 0.601	H3. Physiological needs (communication, competence, autonomy) affect meta-role behavior.
3.015 6.117 7.601	0.573 0.712 0.647	H4. Physiological needs (communication, competence, autonomy) affect behavior in a role.
8.574	0.813	H5. Behavior in a role affects the relationship between employee empowerment.
4.369	0.746	H6. Meta-role behavior affects employee empowerment.

Conclusions, discussion and suggestions

In short, it is important to have a sense of empowerment, to have accountable and supportive managers. Managers who seek to empower their employees must appreciate their performance. They can write letters or notes to employees, their unit members, and even their families to show that the person's good work has been noticed. Managers can also provide feedback to their employees about their abilities and competencies. They can provide social support for others by creating opportunities for employees to become part of a community group and unit. Hold regular ceremonies to appreciate the success of employees and listen to employees' views and try to understand their feelings and opinions. In this way, managers can empower employees by creating a sense that they are acceptable, valuable assets, and an integral part of the organization.

Therefore, the results of this study showed that the highest path coefficients among the research hypotheses are physiological needs on citizenship behavior with impact factor (0.669), the second hypothesis of citizenship behavior on the relationship between physiological needs and employee empowerment with impact factor (0.697) The third hypothesis of physiological needs (communication, competence, autonomy) on meta-role behavior with impact factor (0.601-845-0.936), the fourth hypothesis of physiological needs (communication, competence, autonomy) on role behavior With coefficient of impact (0.712-7.07 / 573), the fifth hypothesis of behavior in a role on the relationship between employee empowerment with the coefficient of impact (0.813), the seventh hypothesis of meta-role behavior on employee empowerment with coefficient (746/746) 0) is an effective factor and is therefore in line with the results of research by Vanasas et al. (2019).

The results of the study indicate that employees have a positive understanding of the ethical climate of the organization, can be satisfied with the organization, spend more time in it and see a less stressful environment. From conducting this research and the results obtained from it, it can be seen that physiological needs in the organization lead to employee empowerment and citizenship behavior. This atmosphere also plays an essential role in receiving organizational rewards and benefits, implementing organizational procedures and decisions, encounters and interactions. Therefore, employees who work in an ethical environment are more productive, have fewer immoral tasks, and participate in more group work will feel more job satisfaction; They will feel more committed to the organization so an organization with such characteristics has taken an important step in reducing job stress. In conclusion, it can be said that the application of physiological needs in appropriate citizenship behavior in organizations not only has direct and intra-organizational results, including increasing productivity, strengthening collective work conscience, producing and institutionalizing new moral values and changing organizational culture. Ethical management and social responsibilities of the organization are among the important indicators for evaluating the performance of organizations.

Specific paths for future research should be suggested based on existing results.



It is suggested based on the first hypothesis of physiological needs on citizenship behavior that managers can strengthen their technical standards for physiological needs and citizenship behavior of their customers according to the different tastes of the organization's customers and quality standards. This provides in the organization.

It is suggested based on the second hypothesis of citizenship behavior on the relationship between physiological needs and employee empowerment that managers use their influence in some way to achieve goals and enhance citizenship behavior, in other words, how to use power and influence in leadership style and careful planning (personal interest, personal improvement, organizational knowledge, administrative knowledge, technical knowledge) These can themselves cause the development of citizenship behavior among their employees and this in itself creates a new attitude for managers who have a different view of their role and employees. This is to identify what affects and influences the physiological needs and empowerment of employees.

On the other hand, it is suggested based on the third and fourth hypotheses of physiological needs (communication, competence, autonomy) on extra-role and role-playing behavior that the government by creating the necessary and appropriate infrastructure to provide the necessary managers in the organization, which in turn leads to the development organizational and organizational development and job commitment and extra-role behavior and in the role of employees in providing customer service.

It is suggested based on the fifth and sixth hypotheses of in-role and extra-role behavior on the relationship between employee empowerment by applying organizational and structural reforms to staff empowerment in the administrative system in the field of administrative mechanization and improving job performance, training of government managers, creativity employees' interest in improving and making transparent the process of recruitment, selection of information technology, appointment and promotion of people in the organization for organizational knowledge and development of companies in government organizations.



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