Studying the effect of perceived organizational support and empowerment of employees on job performance in Kaleh Amol company with the role of organizational citizenship mediation

Estudando o efeito percebido do suporte organizacional e empoderamento de funcionários no desempenho do trabalho na empresa Kaleh Amol, com o papel da mediação da cidadania organizacional

Zahra Atf[1]
Acadollah Mehrara[2]
Sara Torani Malidrh[3]
Ali Sorayaei[4]
Mehdi Tavakolizadeh[5]

Abstract

Organizational support theory states that employees form a general view of the extent to which organizations support themselves and, in result of this support, pay attention to the goals of the organization and their realization. In other words, when the organization is paying attention to the welfare of employees, employees compensate this attention with more commitment and better performance. Social exchange theorists believe that the value of the give and take relationship will be higher when it is done optionally. The purpose of this study was to investigate the effect of perceived organizational support and empowerment of employees on job performance in the Kaleh Amol Company with the role of organizational citizenship intermediation. The statistical population in this research includes all the experts and executives of Kaleh Amol Company, Who are technically

---

[1] PhD student of Business Administration at Tehran University, Iran. Tehran University. Irã, República Islâmica do.E-mail: zahraatf92@gmail.com

[2] PhD student at Faculty of Public Administration, Islamic Azad University, Ghaemshahr, Iran. Instituição: Department of management, Qaemshahr Branch, Islamic Azad University, Qaemshahr, Iran. Irã, República Islâmica do. E-mail: acadollahmehrara@gmail.com

[3] PhD student at Faculty of Public Administration, Islamic Azad University, Ghaemshahr, Iran. Department of management, Babol Branch, Islamic Azad University, Babol, Iran. Irã, República Islâmica do. E-mail: toranimalidrh@gmail.com

[4] Department of management, Babol Branch, Islamic Azad University, Babol, Iran

[5] Department of management, Babol Branch, Islamic Azad University, Babol, Iran

in charge of achieving the goals, which the number of these people is also estimated to be 114. According to the sample size formula, the sample size is 89 people. The questionnaire for this research is also from Chan et al. (2012). After analyzing the data with Pls software, it was concluded that perceived organizational support and empowerment of employees have effect on the job performance in the company of Kaldeh Amol with the role of organizational citizenship mediation.

Keywords: Perceived organizational support, Employees' empowerment, Job performance, Kale Amol Company.

Resumo

A teoria do suporte organizacional afirma que os funcionários formam de uma forma geral a extensão em que as organizações se sustentam, e, como resultado de um apoio, prestariam suporte aos objetivos da organização e sua realização. Em outras palavras, quando a organização está prestando atenção ao bem-estar dos funcionários, os funcionários compensam essa atenção com mais comprometimento e melhor desempenho. Estudiosos das trocas sociais acreditam que o valor do relacionamento será maior quando for feito voluntariamente, por opção própria. O objetivo deste estudo foi investigar o efeito percebido do suporte organizacional e do empoderamento dos funcionários no desempenho no trabalho na empresa Kaleh Amol, com o papel de intermediação da cidadania organizacional. A população estatística nesta pesquisa inclui todos os especialistas e executivos da Kaleh Amol Company, que são tecnicamente responsáveis por atingir as metas, cujo número de componentes é estimado em 114. De acordo com a fórmula do tamanho da amostra, o tamanho da amostra é de 89 pessoas. O questionário para esta pesquisa também é de Chan et al. (2012). Após analisar os dados com o software Pls, concluiu-se que o suporte organizacional percebido e o empoderamento dos funcionários afetam o desempenho no trabalho na empresa da Kaleh Amol com o papel de mediação da cidadania organizacional.

Palavras-chave: suporte organizacional percebido, empoderamento dos funcionários, desempenho no trabalho, empresa Kale Amol.

Introduction

Perceived organizational support acts by creating commitment in the staff to pay attention to organizational well-being and helping the organization achieve its goals. This emotional

commitment to the organization is shaped by increasing trust and belief in relying on the organization at the time of need (Gouldner, 2014). Attractiveness, approval, and respect in the perceived organizational support meet the social-emotional needs of the staff, and in fact, it leads to employees sharing these supports in shaping their social identity. In addition, perceived organizational support can strengthen the employees' beliefs and expectations in terms of reward and appreciation of the organization from positive performance. These processes have desirable consequences for employees (such as increasing job satisfaction and positive mood), and for the organization (such as increasing emotional commitment, performance, and dropping out of job vacancies) (Izenberger et al., 2014).

Empowerment has emerged as a rescue and management tool known in management, and has become one of the most important issues of human resource management that can ensure the success of organizations. Feeling empowered has a profound effect on the performance of the organization's employees. If individuals feel empowered, they will have many organizational and individual interests such as creativity, flexibility, problem solving, good job performance, job satisfaction, and mental health and well-being (Moradi and Jalilian, 1394). Studies also show that empowerment increases self-efficacy and, as a result, satisfies employees and increases organizational commitment. (Kim et al., 2012). Studies have shown that with increasing job satisfaction, creativity and productivity of individual, increased work incentives and lack of less work, greater organizational commitment and increased profitability of the business are increased. In addition, low or no job satisfaction and organizational commitment reduce organizational performance (Azarali, 2015).

Several studies have shown that identifying and understanding such behaviors and providing an appropriate environment for their presentation will make the organization's service provision more desirable by its employees, increase customer satisfaction and increase organizational and individual effectiveness (Parshorman et al. (2012), Rust et al. (2013), Rose (2014) Fornell et al. (2014).

Meanwhile, psychologists emphasize that employees of organizations must act beyond their formal duties. Given the many interaction with the customer, as well as the nature of the service, this concept becomes more important in the service sector. One of the skills that can help employees in this way is organizational citizenship behavior (Zandi, 1393). Studies have shown that the presence of participatory behaviors such as organizational citizenship behaviors, due to the improvement of organizational communication, the improvement of organizational planning, the promotion of the

level of cooperation between individuals and the creation of a supportive atmosphere in the organization, directly affect the organizational implications such as service quality, job satisfaction, organizational commitment, financial performance and so on (Podskaph et al., 2006). Organizational citizenship behaviors are considered to be a set of behaviors that are beyond the scope of the obligatory behaviors of individuals in the environment, but play an essential and pivotal role in creating the desired psychological and social environment in the workplace (Abbas Zadeh et al., 2014). Organ (1998) categorizes the dimensions of organizational citizenship behavior in five dimensions: conscientiousness, altruism, citizenship virtue, chivalry and humility (Damghaniyan et al., 1393) Organizational citizenship behaviors have an impact on the quality of services, which are explained in terms of socialization theory. Accordingly, if a worker can show one of a variety of helpful behaviors, such as organizational citizenship behavior, it is likely that, considering the personal values that he gains during the socialization process, shows other helpful behaviors such as customer-oriented behavior for the full realization of the needs of customers, which will reflect the outcome of these behaviors in assessing the customer's positive quality of service organization. (Carson & Carson, 2012). With this description, the researcher intends in addition to use the conceptual model of research by Chan et al. (2013) to answer this question: " Does perceived organizational support and empowerment of employees with intermediation role of organizational citizenship affect job performance? "

Considering the research goal, the following conceptual model can be considered for this research.
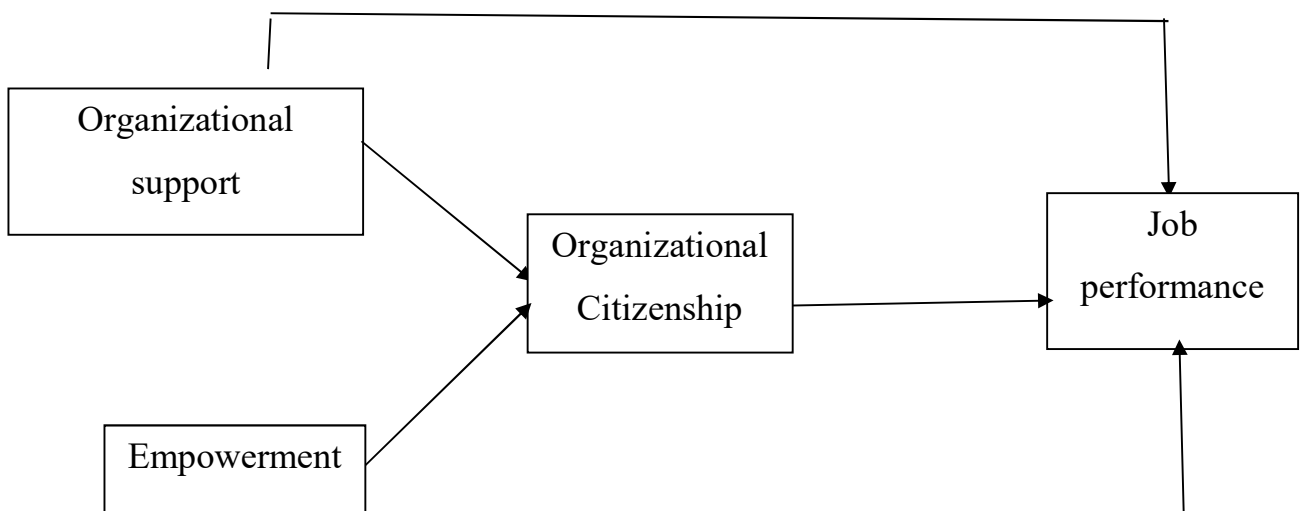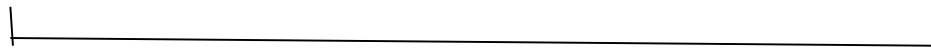
Figure 1. Conceptual model (Chan et al., 2012)

Theoretical principles

Perceived organizational support

An increasing concern has been raised about the factors affecting the level and focus of employees' commitment to their organization. In line with these thoughts, various scholars emphasize hiring as an exchange of effort and loyalty in exchange for material and social rewards (Guldner (2009), Etzioni (2010), Blow (2010)). The organizational support theory includes the formation of general beliefs of employees regarding how much an organization is interested in their welfare and value for their contribution.

The theory of social exchange in the context of organizations as an interdisciplinary subject in organizational studies has been considered, which encompasses various dimensions and angles. Based on the theory of social exchange, researchers analyze the interactions between the individual and the leaders, as well as the analysis of the interactions between the individual and the organization. (Russell et al. (2014).

Organizational support theory states that employees form a general view of the extent to which organizations support themselves and, in result of this support, pay attention to the goals of the organization and their realization. In other words, when the organization is paying attention to the welfare of employees, employees compensate this attention with more commitment and better performance. Social exchange theorists believe that the value of the give and take relationship will be higher when it is done optionally. When employees feel that their organization is paying attention to their welfare, and not because of the legal requirements or the pressure of the union, they respond better and act in order to achieve the goals of the organization. In addition, the organization is the source of satisfying some of the social needs of employees, such as the need for authentication, the need for belonging and self-esteem. Therefore, staff will help the organization achieve its goals to maintain the source of satisfying these needs and based on the exchange norm (Levinson, 2013)

Empowerment

Empowerment has a generic and specific meaning and numerous interpretations, and this diversity of definitions and approaches has made it difficult to integrate this concept (Robbins et al., 2012). In

fact, empowerment is a continuous and permanent process that is analyzed in dynamic environment and in a different levels.

In the Oxford culture, the term empowerment is meant empowering, authorization, service, and ability. In a specific sense it means empowering and giving people freedom to act in their own administration and in the organization's sense means changing culture and courage in creating and directing an organizational environment.

So far, many researchers have been researching in the field of empowerment. They have provided different definitions of empowerment that we pay attention to the most important of them in below:

"Empowerment refers to a set of motivational techniques that seek to increase the level of employee participation to improve their performance, the main feature of empowering employees is to align individual and organizational goals."

"Empowerment is a way to create the participation spirit in employees through the process of interfering with and assigning responsibility to them, this method encourages employees to decide on their own work and to have more control over their work."

"Empowerment is referred to an organizational arrangement whereby autonomy, freedom of action and responsibility of more decision making are given to employees. In other words, vertical augmentation and other similar methods for increasing employees' freedom of action are called empowerment. "

"Empowerment means empowerment, which means helping people to improve their sense of self-confidence, overcome their inability or helplessness, and create enthusiasm of activity in individuals and mobilize their internal motivations to carry out duty.

"Empowerment, is giving authority and making decisions to employees in order to increase their efficiency and play a useful role in the organization". Empowerment is not just giving authority to employees, but also cause employees to improve their performance by learning knowledge, skills and motivation. Empowerment is a value process that extends from top management to bottom-up"

"Empowerment means that employees can understand their tasks well before they tell them what to do"

"Empowerment is strengthening people's beliefs and building self-confidence in oneself and trying to make organizational activities more effective".

"Empowerment is the process of achieving continuous improvement in organizational performance that is realized through the development and expansion of the influence of competent individuals and teams in most of their aspects and tasks, and this in turn is effective in individual performance and the overall performance of the organization"

"Empowerment means the injection of force into the staff. The organization must strengthen the sense of personal power of the employee "(Alipur, 2010: 9).

Empowerment refers to motivational or psychology issues, structural changes, cultural, historical elements, and values and attitudes in the organizational context. Employees' empowerment includes a set of systems, methods and actions that are used by developing the capability and competence of individuals to improve and increase the productivity, growth and prosperity of the organization and manpower in accordance with the goals of the organization (Carter, 2001). It also means creating passion for work and activity in individuals, and also means mobilizing an internal motivation for a task (Vetton and Cameron, 1996). Empowerment challenges many of the principles that underlie the work of the organization, and called us to change those principles. There is no definite and constant way to pass the hierarchical system to the empowerment culture. Each company and its staff are different from other companies and employees (Blanchard, 2000). In fact, empowerment is an effective and pioneering technology that both generates strategic benefits for companies and create opportunity for employees. The extraction of empowerment is derived from the extraction and release of the knowledge, experience and motivation of the staff, which before, a large part it remained unused and intact. Empowerment helps managers improve performance capacity of individuals. Empowerment programs enable the organization to act in a innovate and creative way and to provide its business plans in such a way as to maintain its position at all times (Baluchi, 2011: 3-7).

Job Performance

The role of organizations in achieving economic, social, political, and cultural goals is so prominent that organizations of every society are considered to be the targets for realizing their goals. The fact is that organizations are the essential pillars of human life for some reason. They serve the community. They make us enable to do things that we cannot afford without them. They provide

a stream of knowledge and awareness that can be the basis for individual development and human well-being. Given the importance and the various roles and influences of organizations, today, increasing attention is paid to the various dimensions in them, including processes, systems, and in particular what the organization achieves (performance). On the other hand, no organization can be very effective unless it has plans for what it wants. Achieving superior performance and achieving excellent outcomes will be more challenging without having a program that is codified and carried out in form of integrated and coherent system. This system is known as the system of performance management.

Organizational Citizenship Behavior

In today's challenging world, organizations in order to compete on the global stage, meeting the needs and expectations of customers, and adapting to the changing nature of jobs are working to operate employees who act beyond the task and role assigned to their job description. Because it is believed that these behaviors are reflected beyond the role of performance evaluation, it will affect employees' participation in the programs and can be a effective factor in the job dependence, organizational commitment and self-esteem (Doaee and Azizi, 1391).

In the academic and professional literature of management, there has been considerable attention to understand the impact of the ultra-duty role of employees on their positive participation in performance of organizations. Among the various ultra-duty roles, the critical importance of citizenship behavior in organizational effectiveness has been proven for pragmatic managers. Cohen and Vigoda emphasized the importance of organizational citizenship behavior in all organizational forms and noted that organizational citizenship behavior improves organizational effectiveness in different ways (Cohen, 2002). Irtork believes that organizational citizenship behavior as a new model of employee behavior in the organization is nowadays used as a modern approach of modern manpower management in many organizations (Irtork, 2006).

The concept of organizational citizenship behavior

In general, citizenship behavior is a valuable and useful behavior that individuals express it willingly and voluntarily. In this way, the study of these behaviors in an organization is very important and essential. (Asadi et al., 2011).

Organ (1988) used for the first time the title of Organizational Citizenship Behavior and identified it as a set of individual behaviors inspired by individuals' insight, which promotes effective

organizational performance, and is paid straightforward, explicitly and clearly and no reward is happen.

Of course, similar definitions were also given by the organ and other scholars. But in general, organizational citizenship behavior is: a set of voluntary and optional behaviors that are not part of the formal duties of an individual, nevertheless, he performs them and improves the functions and roles of the organization effectively (Appalbum, 2004).

Foreign background of the research

Liu (2016) in studying the relationship of perceived organizational support and job performance in the international company found that there is a relationship between perceived organizational support and job performance in both the parent company and the underlying companies. The results of this research also showed that job performance plays role as a partial mediator variable in parent company and as a complete mediator variable in sub-companies in relation to perceived organizational support for organizational citizenship behavior.

Chu, Lee and Hsu (2015) in styding the effect of perceived organizational support and occupational stress on organizational citizenship behaviors of the public health nursing staff of rural areas in Taiwan, found that nurses who received more organizational perceptions under organizational support, express organizational citizenship behavior by organizational commitment.

Young and Aaron (2015) in their research on 166 employees in a government organization in northern China found that job performance is heavily influenced by organizational citizenship behavior. In this research, the relationships between individual values, job performance, organizational citizenship behavior in performance of employees of a government organization in northern China were tested.

Kamal Zahir et al. (2014) have worked on the importance of organizational entrepreneurship for the survival of the organization in a new era during a research entitled "The Impact of organizational entrepreneurship on organizational citizenship behavior and organizational commitment in Turkish small and medium sized enterprises." In a sample of 375 of small to medium-sized enterprises in the manufacturing sector, the results are as follows:

Organizational entrepreneurship is positively related to the organizational citizenship behavior of employees, and this relationship is moderated by the impact and commitments practice. In addition to this, the study teaches not only employees, but also academics for future research.

Research Methodology

This research is considered as a practical research in terms of goal and is a descriptive-survey research in terms of research method.

Due to the nature of the research and subject studied in the current research and according to the research objectives, the statistical society in this research includes all the marketing experts and senior executives of Kaleh Amol Company, which are responsible for the achievement of the desired goals. The number of these people is also estimated to be 114.

The research questionnaire is based on the research of Chan et al. (2012), which is based on the five-choice Likert spectrum and very much options to very low.

Data analysis

Fitting the structural model

According to the algorithm of data analysis in the PLS method, after fitting the models of measurements, it is the time of fitting the structural model of the research. As mentioned before, the structural model section does not deal with questions and only the hidden variables and relationships between them are examined.

1. Significant coefficients of Z (t-value values)

Table 1: Model fitting index

t-value	Standard Values	Estimated Values
Organizational support	Lower than 1.96	0.170
Empowerment	higher than 1.96	2.617
Performance	higher than 1.96	6.588
Citizenship behavior	higher than 1.96	4.837

As seen in Table 1, the value of these criteria for all structures is above 1.96, except for the cost leadership strategy structure which is 0.170.

2. R Squares criterion

As already mentioned, this criterion shows the effect of an exogenous variable on an endogenous variable, and three values of 0.19, 0.33 and 0. 67 are considered as three values of the criterion for weak, moderate and strong R2 values.

Table (2): Convergent Validity Fitting Index

R Squares	Standard Values	Estimated Values
Organizational support	0.190, 0.333, 0.673	**0.791**
Empowerment	0.190, 0.333, 0.673	**0.691**
Performance	0.190, 0.333, 0.673	**0.802**
Citizenship behavior	0.190, 0.333, 0.673	**0.705**

According to table (2), the value of R2 for endogenous instruments, according to the three values of the criterion, confirms the appropriateness of fitting the structural model.

3. GOF criterion

This criterion is calculated by the following formula:

$$GOF = \sqrt{\overline{Communalities} \times \overline{R^2}}$$
(1)

Table (3): The communal values of the Communalities

Structure	Communal values	Communalities
Organizational support	0.688114	**0.660505**

Empowerment	0.782147
Performance	0.547621
Citizenship behavior	0.778320

Table (3): Values of R Squares

Structure	R Squares	$\overline{R^2}$
Performance	0.791	0.791

Therefore, the GOF is equal to:

$$GOF = \sqrt{\overline{Communalities} \times \overline{R^2}} = \sqrt{0.66055 \times 0.791} = 0.7228 \tag{2}$$

Considering that three values of 0.01, 0.25 and 0.36 are presented as three values of weak, moderate and strong values for GOF. The overall fitness of the model is confirmed by obtaining a value of 0.7228.
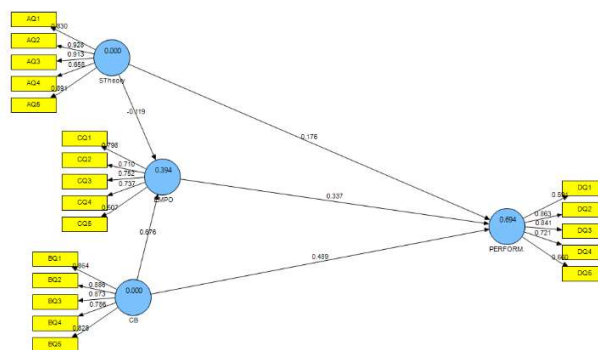

Chart (1) Basic model with values of t

The graph above shows the values of T between the studied variables. Each blue circle represents a studied variable, and each yellow square is one of the items that evaluates the corresponding variable. T is shown on any arrow drawn from a blue circle to another blue circle.

Chart (4-6) shows the factor load values for the structural model and measurement.
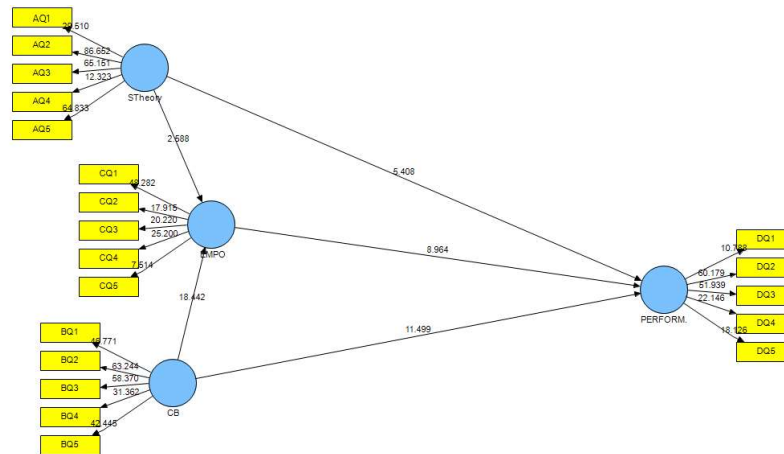

Chart 2: Basic model with path coefficients

The above graph shows the path coefficients among the studied variables. Each blue circle represents a variable, and each yellow square is one of the items that evaluates the corresponding variable. The values of the path coefficient are shown on any arrow drawn from a blue circle to another blue circle.

Test of research hypotheses

Test the first hypothesis

1. Organizational support has a significant effect on organizational citizenship in Kalayeh Amol Company.

Hypothesis test
Organizational support has no significant effect on organizational citizenship. : H0: t<1.96
Organizational support has a significant effect on organizational citizenship. H1: t≥1.96

Table (5): Results of standard coefficients and t statistics

Statistics t	Estimated coefficient	Predictive variable	Predictor variable
2.667	0.119	organizational citizenship	Organizational support

According to table 5, the coefficient of the path between organizational support and organizational citizenship is equal to 0.119 and the corresponding T value is 2.666> 1.66, which according to the t test with a critical value of 0.05 at the 95% confidence level, zero hypothesis can be rejected, so the first claim of the researcher has been confirmed, and with 95% confidence level can be stated that organizational support has no significant effect on organizational citizenship.

Testing the second hypothesis

Organizational support has a significant effect on job performance in Kaleh Amol Company.

Table (6): Results of standard coefficients and t statistic

Statistics t	Estimated coefficient	Predictive variable	Predictor variable
5.408	0.176	job performance	Organizational support

According to table (6), the path coefficient between organizational support and job performance is equal to 0.176 and the corresponding t value is 5.40> 1.96, which according to t test with a critical value of 0.05 at 95% confidence level, zero hypothesis can be rejected, so the second claim of the researcher has been confirmed and with 95% confidence can be said that organizational support has a significant effect on job performance.

Testing the third hypothesis

Employees' empowerment has a significant effect on the organizational citizenship of Kaleh Amol Company.

Table (7): Results of standard coefficients and t statistics

Statistics t	Estimated coefficient	Predictive variable	Predictor variable
18.442	0.576	organizational citizenship	Employees' empowerment

According to table (7), the amount of path coefficient between employee empowerment and organizational citizenship is equal to 0.576 and the corresponding t value is 18.444> 1.96, which according to t test with a critical value of 0.05 at 95% confidence level, zero hypothesis can be rejected, so the third claim of the researcher has been confirmed and with 95% confidence can be said that empowerment of employees has a significant effect on organizational citizenship.

Testing the fourth hypothesis

The empowerment of employees has a significant effect on the job performance of Kaleh Amol Company.

Table (8): Results of standard coefficients and t statistics

Statistics t	Estimated coefficient	Predictive variable	Predictor variable
11.499	0.489	Job performance	Employees' empowerment

According to table (8), the amount of the path coefficient between employee empowerment and job performance is 0.49 and the corresponding t value is 11.499 > 1.96 which according to t test with a critical value of 0.05 at 95% confidence level, zero hypothesis can be rejected, so the fourth

claim of the researcher has been confirmed, and with 95% confidence can be said that empowerment of the employees has a significant effect on job performance.

Testing the fifth hypothesis

Organizational citizenship has a significant effect on the job performance of Kaleh Amol Company.

Table (9): Results of standard coefficients and t statistics

Statistics t	Estimated coefficient	Predictive variable	Predictor variable
8.964	0.337	Job performance	organizational citizenship

According to table (9), the coefficient of path between organizational citizenship and job performance is equal to 0.337 and the corresponding t value is 8.964 > 1.96, which according to t test with a critical value of 0.05 at 95% confidence level, zero hypothesis can be rejected, so the fifth claim of the researcher has been verified and with 95% confidence, it can be said that organizational citizenship has a significant effect on job performance.

Conclusion and Recommendations

Frontline employees are current blood in the veins of all service organizations. Unlike products, services are produced and consumed at the same time. This has led staff of service organizations to play a vital role in providing high-quality services. Although considerable volume of research is devoted to the quality of perceived service understood by customers, it should be argued that during the delivery of services, little attention was paid to the behaviors of service organization staff (Gou et al., 2008). Studies of Poudskaf et al. (2006) have shown that the presence of participatory behaviors such as organizational citizenship behaviors, due to facilitating of organizational communication, the improvement of organizational planning, the promotion of the cooperation level between individuals and the creation of a supportive atmosphere in the

organization, directly affect the the organization outcomes such as service quality, job satisfaction, organizational commitment, financial performance, etc (Doaee and colleagues, 1394).

Organizational support theory states that employees form a general view of the extent to which organizations support themselves and, in result of this support, pay attention to the goals of the organization and their realization. In other words, when the organization is paying attention to the welfare of employees, employees compensate this attention with more commitment and better performance. Social exchange theorists believe that the value of the give and take relationship will be higher when it is done optionally. When employees feel that their organization is paying attention to their welfare, and not because of the legal requirements or the pressure of the union, they respond better and act in order to achieve the goals of the organization. In addition, the organization is the source of satisfying some of the social needs of employees, such as the need for authentication, the need for belonging and self-esteem. Therefore, staff will help the organization achieve its goals to maintain the source of satisfying these needs and based on the exchange norm (Nassoyam et al., 2014).

According to the test results of the first hypothesis, it is proposed: strengthening organizational support, providing appropriate opportunities for professional development, increasing the general information of employees, and organizing periodic meetings of managers in order to participate the selected staff in organizational decision-making and in-center meetings can encourage staff and managers to enhance organizational performance and administrative efficiency through increased civic behaviors.

According to the test results of the second hypothesis, it is proposed: in order to further increase the staffing assistance to other colleagues in day-to-day works or during their vacation, as well as to help newcomers, these behaviors is modeled as supportive behaviors through managers until the staffed in order to increase the feeling of altruism model this kind of supervisory behaviors on the part of managers in dealing with other colleagues.

According to the test results of the third hypothesis, it is suggests that the management of Kaleh company increasingly focus on the position of employees in the organization and the role of their behaviors in organizational outcomes and processes such as performance assessment systems, rewards and wages, and through solutions such as restoration of rewarding and remuneration systems, maintaining human dignity, timely and adequate information on welfare measures,

increasing cash benefits and improving the welfare of working life, will increase employees' perceived support to enhance and improve organizational citizenship behavior.

According to the test results of the forth hypothesis, it is suggests that administrators increase their informal communications with employees and support them, which it can be done through managerial support of ideas and employees' suggestions, but it should be considered that this support be in practice, not in appearance, because if support is in appearance, it is possible the result become reverse.

According to the test results of the forth hypothesis, it is suggests that in order to encourage individuals to increase this incidence, which leads to improved managerial and organizational productivity, authorization to leave employees becomes centralized and instead of the officials of different centers, leave of each member is approved by the management of administrative affairs that this work can help to further discipline, accurate control of the presence and organization of the administrative system.