



MEDIATING ROLES OF WORK AUTONOMY AND LEADER-FOLLOWER EXCHANGES IN THE RELATIONSHIP BETWEEN WORK ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

This study investigated the relationship between work engagement and organizational citizenship behavior at organizational and personal levels, regarding the mediating role of work independence and leader-follower exchange. Descriptive, survey and correlational research methods were used as a research design. . Of 130 staffs working in Islamic Azad University of Ali Abad Katoul, 97 were randomly selected based on Krejcie and Morgan Table. In order to collect the required data, field and desk research methodologies, as well as questionnaires, were employed. Furthermore, descriptive statistics, structural equation modeling, and Smart PLS software were utilized to analyze the data. According to the result of the study it is highly recommended that organizations managers consider and pay attention to job analysis, job engineering and scrutinizing the personal characteristics and mental and physical state of the workers while organizing and designing jobs and organizational posts and assigning responsibilities for different workers, therefore, they can improve the staffs' tendencies and sentiments towards organizational tasks; in other words, the staffs will be more passionately engaged in their works.

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1. INTRODUCTION

The concept of “work engagement” has recently entered the organizational debate which has been no more than two decades since its emergence. Staffs who are involved in their jobs are more energetic and active; moreover, they make more positive relationships with their work; hence, they try to do their jobs efficiently (Koyuncu et al., 2006). Researchers have found that work engagement has a significant influence on organizations' profits and productivity (Harter et al., 2002).

Engagement is defined as a positive, fulfilling, and work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). In other words, psychological synchronization of an individual with its job is called work engagement (Karatepe & Olugbade, 2009). An employee with a high degree of work engagement would regard his/ her job as the central interest (Nezhad, et al., 2011). Work engagement is an emerging concept in positive psychology that focuses on strength points, optimal performance and positive experiences of individuals with their jobs, instead of deficiencies and weak points (Karatepe & Olugbade, 2009). Since job engagement in workplaces is important for performing job responsibilities, the main concern of modern organizations is to provide strategies to improve employees' work engagement in workplaces (Hashemi & Sharifi, 2010).

One of the techniques that can help employees to reach the abovementioned goal is "organizational citizenship behavior". Organization citizenship behavior refers to those behaviors of individuals that originate from their insights. It can improve the efficiency and productivity of an organization which is not motivated directly and explicitly by the formal rewarding system. Organization citizenship behavior is a way to move beyond the minimum expected performance (Karimi et al., 2012). Organizational citizenship behaviors include behaviors that are assigned by job instructions and are expected and accepted by the manager and the extra-role behaviors that are manifested as helping new staffs of the organization, respecting the others' rights and displaying intimacy with the other employees (Sha'bani & Taghavi, 2011).

On the other hand, the theory of leader-follower exchange places an emphasis on the importance of the changing relationship between an employer and his/ her subordinates; both the leader and the follower are called "vertical dyad". The nature of leader-follower exchange deals with the quality of behavioral interchanges and interactions between managers and employees in workplaces. When the manager/ leader of an organization makes a supportive and caring, guiding and leading-based relationship with their subordinates, it can be stated that a high-quality interactional relationship is created between staffs and leader/ manager. In contrast, if the interactional relationship and interchange between leader/ manager and staffs are based on ignorance, carelessness and devaluing, the quality of the relationship decreases (Gol Parvar et al., 2008).

Leader-follower exchange is a system of elements and their relationships with each other is composed of members of a two-member relationship and interconnected behavioral patterns. The system shares mutual and two-way consequences, form environmental concepts and creates paths and values (Kang & Stewart, 2007). The theory of leader-follower exchange conceptualizes leadership as a process which focuses on the interactional relationship between leader and follower, with a great emphasis on a process of two-member relationship (Flemming, 2009). Advocators of this theory believe that leadership is an interactional relationship between a leader and his/ her followers. It means that the influence of subordinates on leaders and their behaviors is as important as the influence of leaders on subordinates and their behaviors.

The main research question in the present paper is as follows:

- Is there any significant relationship between work engagement and organizational citizenship behavior at organizational and personal levels with respect to the mediating roles of leader-follower exchange?

2. RESEARCH CONCEPTUAL MODEL

As can be seen in the model presented below, this study seeks to find out if there is any significant relationship between work engagement and organizational citizenship behavior at organizational and personal levels, and whether or not work autonomy and leader-follower exchange as the variables can mediate the relationship between dependent and independent variables. Therefore, work engagement and organizational citizenship behavior at organizational and personal levels are considered as independent and dependent variables, respectively. Moreover, work autonomy and leader-follower exchange are the mediating variables.

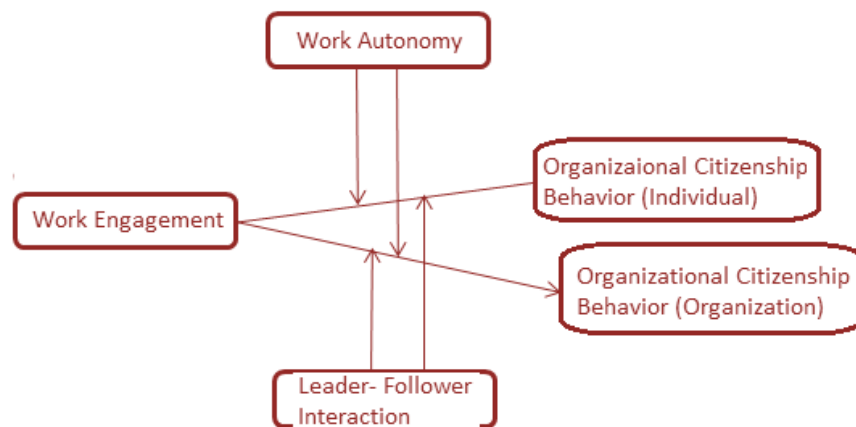


Figure 1: Research Conceptual Model

3. REVIEW OF THE RELATED LITERATURE

3.1 WORK ENGAGEMENT

Due to more complexity and intensification of global competition at the present time, the need for flexibility and variability in organizations has emerged more than ever. Organizations have shrunk. More temporary employment contracts are made between employers and employees, and permanent employment is gradually losing its meaning. Modern organizations are searching for solutions to motivate their staff to endeavor, or in other words, make them engaged in their work (Khanifer et al., 2010).

In the last decade, the concept of work engagement has attracted many experts of industrial and organizational psychology and management. The relationship between this variable and organizational efficiencies such as employee turnover, job satisfaction, and productivity, has led to many studies being conducted on its circumstances and consequences (Mirhashemi & Pasha Sharifi, 2010).

As an attitude, work engagement is an important variable helping to increase organizational effectiveness. The higher the level of work engagement in employees of an

organization, the more its effectiveness will be (Mirhashemi et al., 2008). Work-engaged employees are vigorous, energetic and productive individuals who reveal strong willingness to strive towards business and organizational goals. Work engagement has been conceptualized positively. Research shows that this variable has brought positive consequences (Sonnentag, 2011).

Not much research is available about the improvement of work engagement. By investigating this subject area, the researchers have found few studies including recommendations for managers. Most of these cases have presented theoretical recommendations in this regard, and practical solutions for managers are underexplored. However, two of them are mentioned below. In their research, Robertson and Marwick (2009) have presented 7 keys to having work engagement in employees:

- 1) The nature of the employees' job has an explicit effect on their engagement level. It is important to have a diverse, creative and challenging job to exploit the old and new skills.
- 2) To understand that job commitment is important, and any job has a clear meaning and goal.
- 3) The existence of equal opportunities, access to career path planning of growth for all individuals, and training and development of opportunities help empower the employees to have work engagement, and it is considered to be important.
- 4) Timely identification of rewards is an essential key.
- 5) Creating friendly relationships between employees, particularly between the employer and manager, is of importance; this vital relationship requires paying attention to others.
- 6) If employees understand the organization's values and goals and their roles in its development, they may get engaged in the organization.
- 7) Leaders and managers who induce self-confidence in individuals and leave them independent in decision-making, offering them responsiveness and clear goals, understand work engagement quite more (Robertson & Marwick, 2009).

In another research, Markos and Sridevi (2010) suggested that a manager take five items into account to create high work engagement in individuals. They are as follows:

- Alignment of endeavors with the organization's strategy
- Empowerment
- Enhancing and encouraging teamwork and collaboration
- Helping individuals towards personal development
- Supporting and appreciating individuals at the right time.

3.2 JOB AUTONOMY

Autonomy is perhaps the most important studied job feature, which has occupied a prominent position in methods of designing job motivation. According to the significant general theory proposed by Hackman and Oldham (1980), the skills required for a job should be diverse. Moreover, a job should be critical, and jobholders should have a sense of autonomy and receive the reaction of their actions. Employees wish to be led, rather than managed. They are more knowledgeable than their manager who instructs them. To be creative in achieving the results, they expect to be autonomous and to be directed towards the organizational requirements, they expect to be led.

They despise traditional managers who constantly order them what to do and what not

to do. In the world of the Third Wave (knowledge and communication) and by approaching the post-industrial arena and the business developments (environmental diversity, much use of monotonous technologies, structural complexity, and labor specialization), the role of human resource has undergone changes. Well-trained employees are achievement-oriented. They are willing to solve their intellectual challenges and expand their technical knowledge. Knowledge-oriented employees are floating. They can displace everywhere, and more importantly, they can often work anywhere (Ahanchian, 2007).

Experts who have authority on the subject have introduced various definitions for job autonomy, some of which are as follows: According to Hackman and Oldham (1980), job autonomy refers to the extent of an individual's freedom and authority in accomplishing the assigned tasks, and the extent that the job can give the individual freedom, autonomy and authority in planning the job and determining its procedure; the result is the individual's sense of responsibility in fulfilling tasks and achieving the determined goals (Morgenson & Humphrey, 2006).

Job autonomy is related to the employee's power of handling and remarking. Job autonomy is the most significant aspect of job design (Becker, Billings, Eveleth, & Gilbert, 1996). Additionally, in many definitions, job autonomy refers to the individual's degree of independence and freedom of action. The need for autonomy indicates the individual's inherent desire to have a sense of voluntariness and experience a sense of psychological liberal choice in doing an activity (Broeck et al., 2010). The need for autonomy is acknowledged as an essential need for humans, and if met, it will have a strong effect on people's physical and mental health.

3.3 LEADER-MEMBER EXCHANGE

Leader-member exchange theory presents a theoretical approach to understand leadership in work conditions. The theory can be distinguished from other management theories by focusing on a dynamic relationship between leaders and their followers. Theorists believed the leader-member exchange theory to be based on the role theory and social exchange theory (Harris & Kacmar, 2006).

The leader-member exchange theory conceptualizes leadership as a process, and focuses on the interactional relationship between the leader and follower, emphasizing on the process of two-person relationship (Flemming, 2009). The theory suggests that leadership is a transactional process between the leader and his followers. It means that the influence of subordinates on leaders and their behavior is the same as that of leaders on subordinates and their behavior. But in other leadership models, it was assumed that the leader's behavior is the same for all employees. The leader-member exchange model, however, is based on the assumption that leaders have an exclusive relationship and behave differently with each subordinate (Kritner & Kinicki, 2014).

3.4 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

In the competitive world of today, organizations are constantly seeking new methods of maximizing the performances and attempts of their employees. Despite the increase in

utilizing information technology, there is still some gap in organizational performance and efficiency. It is currently believed that organizational performance and efficiency largely depend on the employees' endeavors beyond the defined requirements of their role. In recent years, the development of new technologies and increasing global economic growth have led to persistent competition and rapid changes in the nature of organizations and employees' jobs. Consequently, to get prepared for future developments, increasing significant stress is being exerted on employees to take the responsibility of planning for career advancements, educations, salaries, and benefits. Furthermore, in order to be able to compete in the global arena, meet the customers' demands and expectations, and adapt to the dynamic nature of jobs, organizations are willing and attempting to choose those employees who work beyond the tasks assigned in their job description.

Orgon (1997) considers organizational citizenship behavior as personal, voluntary behaviors which have not been defined directly and explicitly by the official reward system in the organization, and increase the organizational efficiency for the most part. Voluntary means that such behavior is not one of the job description tasks or role behaviors, not specified in staff's employment commitment and failure in doing so does not entail any punishment (Podsakoff & Mackenzie, 2000). Since enhancing the effectiveness is one of the managers' concerns at all times, recognizing the organizational citizenship behavior and the factors affecting it can be considered as an effective useful step in this respect (Morkoczy & Xin, 2005). Organizational citizenship behavior is one of the extra-role, efficient and social behaviors (Alotaibi, 2005). The key elements of organizational citizenship behavior include: (1) it is a behavior beyond what has been formally specified by organizations (2) it is totally voluntary (3) it is not directly confirmed and rewarded by the formal structure of the organization, and (4) it is critical for the organization's success and performance.

Individual behavior in work environments has been traditionally studied by philosophers of Management Science. With the emergence of Organizational Behavior field of study in the early 1960s, it was more seriously taken into consideration. Many studies conducted have attempted to divide behaviors and the reasons behind them. Concepts such as perception, motivation, job attitudes, etc. are examples of cases investigating the root of individuals' behaviors in their work environment. However, the debate that has been raised in the last two decades and attracted behaviorists, psychologists, and sociologists, is called "Organizational Citizenship Behaviour". Organizational citizenship behavior is a voluntary and extra-task behavior, affecting the improvement of the organization's effective performance, and is not directly or indirectly organized by the formal reward system in the organization. Since enhancing the effectiveness is one of the managers' concerns at all times, recognizing the organizational citizenship behavior and the factors affecting it can be considered as an effective useful step in this respect (Morkoczy & Xin, 2005). In this regard, many researchers have attempted to know which factors can influence the establishment and protection of such behaviors, and have surveyed the backgrounds and consequences of organizational citizenship behavior (Bolino & Tumely, 2002).

Over the years, in conducted studies, the consensus was that organizational citizenship

behavior has prominent results for organizational businesses. In recent years, much research has been done, attempting to investigate the relationship between such behavior and personality, leadership styles, etc. (Markoczy & Xin, 2005). Primary studies on organizational citizenship behavior were in most part conducted to identify the tasks or behaviors possessed by employees, which were often taken for granted. Although these behaviors were only partially measured in the traditional evaluation of job performance and were sometimes ignored, they contributed to improving the organizational effectiveness (Bienstock et al., 2003).

As a social resource, organizational citizenship behavior is considered by exchanging the behaviors that receive social rewards. Thus, when employees feel that they are benefiting from the organization, their citizenship behavior will increase. Organizational citizenship behavior is desired by any organization since it is associated with organizational variables including job satisfaction, system maintenance, and organizational productivity. The research results show that managers can promote organizational citizenship behavior by improving the work environment so that without having to resort to force, they can rely on employment or socialization processes to establish these behaviors (Baharifar et al., 2010).

4. METHODOLOGY

In terms of purpose and aim, the present study is of applied type and in terms of data collection, it is considered as a descriptive- survey study. Moreover, a correlational technique as the design of our research was used. The statistical population consisted of all 130 staff members of Islamic Azad University of Ali Abad Katoul among whom 97 staffs were randomly selected. Moreover, in order to collect data, we used field and desk methods and questionnaires. Reliability and validity of the questionnaires were verified. Different questionnaires (Bakker & Schaufeli, 2003; Houtman et al., 1994; Janssen & Yperen, 2004; Williams & Anderson, 1994) were respectively used to collect and obtain the required data about work engagement, citizenship behavior, work autonomy, and leader-follower exchange. In order to analyze the acquired data, we used descriptive and inferential statistics including frequency distribution table, frequency percentage table, mean and diagrams and also, structural equation modeling and Smart PLS Software.

4.1 OBJECTIVES OF THE STUDY

Generally, any research has specific goals, based on which the research methodology and other respective items are designed. The main objective of the present research is to study the relationship between work engagement and organizational citizenship behavior in two levels including personal and organizational. Moreover, another research objective is to study the mediating role of variables of leader-member exchange and job autonomy in the relationship between work engagement and organizational citizenship behavior.

4.2 RESEARCH HYPOTHESES

The hypotheses for this study are

- There is a no significant relationship between work engagement and organizational citizenship behavior at an organizational level.

- There is a no significant relationship between work engagement and organizational citizenship behavior at the personal level.
- Job autonomy does not have a mediating role in the relationship between work engagement and organizational citizenship behavior at an organizational level.
- Job autonomy does not have a mediating role in the relationship between work engagement and organizational citizenship behavior at a personal level.
- Leader-member exchange does not have a mediating role in the relationship between work engagement and organizational citizenship behavior at an organizational level.
- Leader-member exchange does not have a mediating role in the relationship between work engagement and organizational citizenship behavior at a personal level.

4.3 RESEARCH TYPE AND METHODOLOGY

In describing the research methodology, the research subject in terms of the research purpose as well as the data collection method which is based on information collection method and hypothesis testing, are investigated.

The present research which surveys the relationship between work engagement and organizational citizenship behavior at organizational and personal levels, with the mediating role of job autonomy and leader-member exchange among the staff of Islamic Azad University of Ali Abad Katoul, is considered to be an applied study in terms of purpose, and descriptive-survey in terms of data collection, hypothesis testing and conclusion, and descriptive-survey-correlational in terms of the hypotheses being relational or correlational, in which the relationship and correlation direction between variables were examined.

4.4 STATISTICAL POPULATION AND SAMPLE, AND SAMPLING METHOD

Statistical population of the present research included all staff of Islamic Azad University of Ali Abad Katoul, consisting of 130 individuals, out of whom 97 were selected through simple random sampling, based on Krejcie and Morgan's table. It is worth mentioning that given the probability of not returning the questionnaires, the number of questionnaires was increased by 10%, and then they were distributed.

4.5 METHOD OF DATA COLLECTION

In the present research, the library method was used to present the theoretical literature and compile the hypotheses, and field study method and questionnaire were used to collect the statistical population data.

4.6 DATA COLLECTION TOOL

Since the present research is a survey, certain tools are required to collect the intended data. In this study, Bakker and Schaufeli's (2003) questionnaire was used to collect data related to work engagement variable, Williams and Anderson's (1994) questionnaire was used for citizenship behavior, Houtman et al.'s (1994) questionnaire was used for job autonomy, and Janssen and Yperen's (2004) questionnaire was used for leader-member exchange.

4.7 RESEARCH LIMITATIONS

There is no doubt that in the process of conducting any scientific research and project, of any type and level, there are factors acting as obstacles and delaying the researchers and the research in achieving the goals. These can be regarded as research limitations.

Among the factors confining the researcher in the present research, we can refer to the following ones:

1. No possibility of generalizing the results of this research to other organizations
2. Using questionnaire as the only data collection tool
3. The inherent limitation of the questionnaire which restricts respondents to several choices and the descriptive answer is not allowed.

5. FINDINGS

Table 1 gives detail of respondents' demographic characteristics. Table 2 shows that the minimum value for work engagement variable is 1.18, the maximum value for that is 4.29 and the mean and standard deviation are 3.39 and .56, respectively. Also, the minimum value for organizational citizenship behavior at the personal level is 1.00, the maximum value for that is 5.00 and mean and standard deviation are 3.14 and .78, respectively. The minimum value for organizational citizenship behavior at the organizational level is 1.00, the maximum value for that is 5.00 and mean and standard deviation are 3.56 and .77, respectively. The minimum value for work autonomy is 1.17, the maximum value for that is 5.00 and mean and standard deviation are 3.53 and .78, respectively. The minimum value for leader-follower exchange is 2.14, the maximum value for that is 4.43 and mean and standard deviation are 3.41 and 4.17, respectively.

Table 1: Demographic Characteristics of the Respondents

	Frequency	% of Frequency
Sex		
Male	75	.77
Female	22	.23
Work Experience		
1-10 Years	23	.24
11-20 Years	43	.44
More than 21 Years	31	.32
Educational Attainment		
Associate Degree	18	.19
Bachelor's Degree	52	.53
Master's Degree	27	.28

Table 2: Descriptive Statistics of Measurement Items

Variable	Symbol	N	Minimum	Maximum	Mean	SD	Variance
		Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Engagement in Work	EIN	97	1.18	4.29	3.3947	.05583	.55829
Organizational Citizenship Behavior (Personal Level)	OCBP	97	1.00	5.00	3.1460	.07826	.78257
Organizational Citizenship Behavior (Organizational Level)	OCBO	97	1.00	5.00	3.5583	.07677	.76775
Work Autonomy	WA	97	1.17	5.00	3.5267	.07813	.78128
Leader- Follower Exchange	LFE	97	2.14	4.43	3.4086	.04749	.47490

Table 3 shows that the value for correlation between engagement in work (EIN) and organizational citizenship behavior (personal level) (OCBP) is 0.701 and the value for correlation between engagement in work and organizational citizenship behavior (organization level) (OCBO) is 0.730. The table shows a value of 0.367 for the correlation between quality management and environmental performance and a value of 0.775 for the correlation between engagement in work and work autonomy (WA). The value for correlation between engagement in work and leader-follower exchange (LFE) is 0.540. These correlations are significant at the 0.01 level. Table 4 gives the path results of the structural model.

Table 3: Correlations (Squared Correlations), Construct Reliability and AVE.

		EIN	OCBP	OCBO	WA	LFE
EIN	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	97				
OCBP	Pearson Correlation	.701**	1			
	Sig. (2-tailed)	<0.001				
	N	97	97			
OCBO	Pearson Correlation	.730**	.800**	1		
	Sig. (2-tailed)	<0.001	<0.001			
	N	97	97	97		
WA	Pearson Correlation	.775**	.757**	.740**	1	
	Sig. (2-tailed)	<0.001	<0.001	<0.001		
	N	97	97	97	97	
LFE	Pearson Correlation	.540**	.302**	.600**	.721**	1
	Sig. (2-tailed)	.185	.002	.087	.191	
	N	97	97	97	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4: Path Results of Structural Model

Hypothesis	Path	Path Coefficient	Absolute Value (t)
Direct Relationship			
1	Engagement in work- Organizational citizenship behavior (personal)	.712	12.818
2	Engagement in work- Organizational citizenship behavior (organizational)	.751	17.627
Indirect Relationship			
3	Engagement in work * Work autonomy- Organizational citizenship behavior (Organizational)	.320	2.258
4	Engagement in work * Work autonomy- Organizational citizenship behavior (Personal)	.479	4.051
5	Engagement in work * Leader- follower exchange- Organizational citizenship behavior (organizational)	.364	2.742
6	Engagement in work * Leader- follower exchange- Organizational citizenship behavior (Personal)	.430	3.321

6. DISCUSSION

The results of this hypothesis conform to those of Ranhar, Konermann and Sanders' (2013) research. Moreover, the path coefficient for correlation between work engagement and organizational citizenship behavior at a personal level is .75 and t value for the coefficient is 17.63. Hence, the second hypothesis was rejected, too. The results of this hypothesis are in line with those of Ranhar et al.'s (2013) research. They also concluded in their research that there is a significant relationship between work engagement and organizational citizenship behaviour at a personal level.

In case of the mediating influence of work autonomy on the relationship between work engagement and organizational citizenship behavior at an organizational level, the path coefficient, and t values are .320 and 2.258, respectively, meaning the third hypothesis was rejected. The third research hypothesis was also rejected. In other words, job autonomy mediates the relationship between work engagement and organizational citizenship behaviour at an organizational level. The results of this hypothesis are consistent with those of Ranhar et al.'s (2013) research. The path coefficient for the mediating variable of work autonomy on the relationship between work engagement and organizational citizenship behavior at the personal level. Regarding t value for this coefficient (4.051), the fourth hypothesis was rejected. The fourth research hypothesis was also rejected, substantiating that job autonomy mediates the relationship between work engagement and organizational citizenship behaviour at a personal level which conforms to Ranhar et al.'s (2013) findings.

Moreover, according to the path coefficient for leader-follower exchange as the mediating variable in the relationship between engagement in work and organizational citizenship behavior at organizational level (.364) and t value of the coefficient (2.742), and, based on the value of path coefficient for leader-follower exchange as the mediating variable in the relationship between engagement in work and organizational citizenship behavior at personal level (.430) and t value of the coefficient (3.321), it can be concluded that the fifth and sixth hypotheses were rejected. Thus, the fifth research hypothesis was nullified. In other words, leader-member exchange mediates the relationship between work engagement and organizational citizenship behaviour at an organizational level. The results of this hypothesis conform to those of Ranhar et al.'s (2013) research. The results of this hypothesis conform to those of Ranhar et al.'s (2013) research. They also concluded in their research that leader-member exchange mediates the relationship between work engagement and organizational citizenship behaviour at a personal level.

7. CONCLUSION AND RECOMMENDATION

According to desk investigations and the scientific findings acquired through internet searches, and studying the theorists' theories, the researchers conducted the present field study in order to validate the accuracy and correctness of their claims, and they confirmed that there was a significant relationship between engagement in work and organizational citizenship behaviors at organizational and personal levels, regarding the mediating roles of

work autonomy and leader-follower exchange among the staff members of Islamic Azad University of Ali Abad Katoul.

The results show that the path coefficient for correlation between work engagement and organizational citizenship behavior at the organizational level is .71. The t value for this coefficient is 12.82. Therefore, the first hypothesis was rejected. Thus, the first research hypothesis was rejected, confirming that there is a significant relationship between work engagement and organizational citizenship behaviour at an organizational level.

Accordingly, it is recommended that organizations managers consider and pay particular attention to job analysis, job engineering and scrutinizing the personal characteristics and mental and physical state of the workers when organizing and designing jobs and organizational posts and assigning responsibilities for different workers. This way, they can improve the staffs' tendencies and sentiments towards organizational tasks; in other words, the staffs will be more passionately engaged in their works. Furthermore, managers should provide appropriate opportunities for work engagement at the organizational level through measures and reformations at the macro- and structural levels of the organization. A number of strategies to reach this goal are: changing management style into leadership, providing appropriate opportunities for the staffs to state their opinions and ideas, participate in the decision-making process, receive authority to solve organizational problems, express thoughts and creative ideas for regulating organizational goals and strategies. These strategies can provide a suitable ground for improvement of staffs' work engagement and can lead to a display of organizational citizenship behavior at an organizational level. Eventually, attitudes of staffs towards the organization and its elements will change and an appropriate ground will emerge for higher degrees of work autonomy.

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