

The Role of Organizational Citizenship Behaviors (OCB) in Reducing Human Resource Depletion: An Applied Study in Telecommunications Companies in Al-Najaf Al-Ashraf

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ABSTRACT

The main purpose of this research article is to identify the role of organizational citizenship behaviors (OCB), including dimensions of altruism, generosity, sportsmanship, and civilized behavior, in reducing human resource depletion within the researched organization. The study adopted a descriptive approach by distributing a questionnaire among telecommunications companies in Najaf Al-Ashraf, with a total of 68 employees. A theoretical model was constructed to test the research hypotheses, and practical analysis was conducted using a set of statistical tools that aligned with the research objectives. The statistical package program (Smart PLS) was employed for analysis. The research included several findings, among which the most significant was that the study sample strongly agreed on the use of organizational citizenship behaviors that reduce human resource depletion. As for the main recommendations, emphasis was placed on the necessity of developing and utilizing task delegation without exerting pressure on employees to enhance these behaviors in the workplace, which, in turn, reduces human resource depletion or brain drain from the organization.

Keywords: *Organizational Citizenship Behaviors (OCB); Human Resource Depletion.*

INTRODUCTION

There are numerous and diverse issues related to the human dimension, and the focus on the human element has been addressed in management and behavior books in various forms. Overall, they emphasize the importance of selection and placement of the right people in the right positions, developing capabilities, training, employee retention, providing both monetary and moral incentives, in addition to other motivational methods, enhancing performance, and fostering individual and collective relationships.

Organizational citizenship behavior (OCB) is voluntary and unofficial behavior that contributes to organizational effectiveness by achieving a competitive advantage among organizations. It is a topic worthy of research in all organizations due to its impact on mitigating or resisting human resource depletion within the organization. Those who engage in OCB significantly contribute to improving job performance. The concept of organizational citizenship behavior is greatly concerned with establishing and building trust, breaking administrative boundaries, and doing so through behaviors that greatly help resist human resource depletion. It also increases the likelihood of knowledge champions emerging within the organization.

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The depletion of human resources specifically affects individuals with high intellectual abilities, skills, and essential capabilities that the organization possesses. When these individuals are present within such organizations, they make significant contributions to decision-making, providing advice, and offering suggestions to top management. They also play a crucial role in shaping strategies and plans that the organization strives to achieve in order to fulfill its goals.

In order to achieve the main objectives of the research, it was divided into four main sections. The first section discusses the research methodology. The second section focuses on the theoretical and conceptual framework of the research, clarifying the key concepts related to the research variables. The third section addresses the applied aspect of the research and highlights the most significant findings. Finally, the fourth section presents the most important conclusions and recommendations derived from the research.

CHAPTER ONE: RESEARCH METHODOLOGY

➤ The Research Problem

The depletion of human resources in organizations has increased in a general and repetitive manner. This issue has garnered attention over the past few decades, and organizations are likely to face difficulties due to the depletion of human resources or talent. Currently, many individuals with skills and abilities will seek better employment opportunities. In fact, there are a few reasons or factors that contribute to the change in this problem, including the functional perspective, job security, quality of life, environment, and experiences. These are the main reasons behind the depletion of human resources or talent, and organizations must take action to encourage professionals to stay in their organizations.

There is a real problem in Iraqi organizations where employees constantly suffer from work pressures and a lack of independence in their tasks. As a result, they will seek to leave their organizations, leading to the depletion of talent in the organization. These pressures also create a lack of interest among employees in their assigned tasks. This is why we often see organizations completing their work but, erroneously, simply meeting the minimum requirements without considering the quality. This can be attributed to the top management's focus on achieving a higher quantity of work, even if it is of low quality. Consequently, this leads to the depletion of individuals in the workplace, as the conducive environment for displaying organizational citizenship behavior is absent, along with the lack of motivation and empowerment from the top management for the employees.

➤ Research Queries:

The main research question that emerges is: "What is the role of organizational citizenship behaviors in reducing human resource depletion?" This question leads to the following sub-questions:

1. What is the level of human resource depletion in the organization under investigation?
2. What is the level of availability of organizational citizenship behaviors in the organization under investigation?
3. What is the level of impact of organizational citizenship behaviors on human resource depletion?

➤ Significance of Research

The significance of research can be divided into two sections:

1. Scientific Importance

The research focuses on one of the important contemporary topics that are significant for organizations regardless of their field of activity, which is the topic of organizational citizenship behavior in their various work

sites. It aims to harness the full potential and efforts of individuals to serve the organization. Additionally, it aims to highlight the important factors that contribute to the depletion of human resources, which will have a general impact on shaping the organization's direction by providing advice in decision-making and drawing plans. This depends on the introduction of a crucial element in the organization, which is organizational citizenship behavior. Through these behaviors, it is possible to foster the emergence of knowledge champions within the organization, who in turn will contribute to achieving the organization's goals.

2. Practical Importance

The research can be summarized as follows:

A. The research contributes to understanding the extent of the contribution of organizational citizenship behavior and its role in reducing the depletion of human resources. This is done through the core dimensions of organizational citizenship behavior, which include altruism, generosity, sportsmanship, and civilized behavior.

B. The research also aims to explore the work environment at the Joud Technology Company for Modern Industry by taking a random sample and administering a research questionnaire. This questionnaire includes a set of items related to the research variables to study the work environment accurately and identify the underlying causes of human resource depletion in the company. The research aims to mitigate this phenomenon.

➤ Research Aim

The research aims to achieve the following:

1. Identify the level of human resource depletion in the researched organization.
2. Determine the level of availability of organizational citizenship behavior in the researched organization.
3. Determine the nature of the relationship between organizational citizenship behavior and human resource depletion in the researched organization.

➤ Spatial and Temporal Boundaries

1. Spatial Boundaries: The research was conducted on a sample of employees in telecommunications companies in Najaf Al-Ashraf.
2. Temporal Boundaries: The temporal boundaries spanned from September 10, 2022, to June 1, 2023.

➤ Hypothetical model

The hypothetical model includes the following, as illustrated in Figure (1):

1. Independent Variable: Organizational Citizenship Behavior (dimensions: altruism, courtesy, sportsmanship, civic virtue).
2. Dependent Variable: Human Resource Depletion (unidimensional).

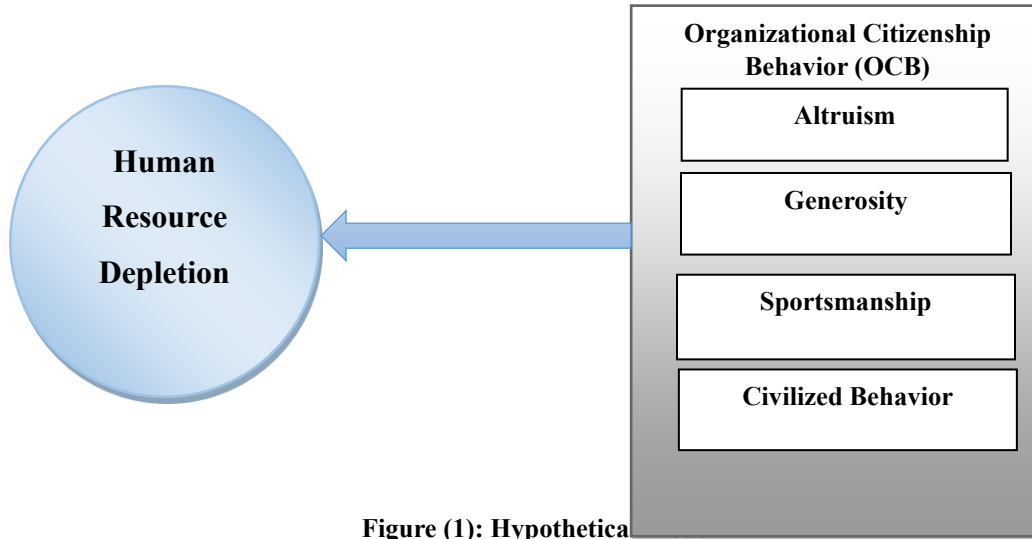


Figure (1): Hypothetical

➤ **Research Hypothetical**

The research hypotheses are as follows:

There is a significant effect, at a significance level of 0.05 or greater, of organizational citizenship behavior on human resource depletion.

Subsidiary Hypotheses:

1. There is a significant effect, at a significance level of 0.05 or greater, of altruism on human resource depletion.
2. There is a significant effect, at a significance level of 0.05 or greater, of courtesy on human resource depletion.
3. There is a significant effect, at a significance level of 0.05 or greater, of sportsmanship on human resource depletion.
4. There is a significant effect, at a significance level of 0.05 or greater, of civilized behavior on human resource depletion.

➤ **Research Measures**

The research variables were measured using a five-point Likert scale to assess the responses of the research sample regarding the dimensions' statements. This was accomplished by adopting a set of measures, which can be clarified in the following Table (1).

Table (1): Research Measures

Scale	Item Numbers	Dimensions	Variables
(Hadjali & Salimi, 2012)	5	Altruism	Organizational Citizenship Behaviors (OCB)
	5	Generosity	
	5	Sportsmanship	
	5	Civilized Behavior	
(Sing et al., 2014)	5	One-Dimensional	Human Depletion Resource

➤ Research Population and Sample

This research was conducted based on the opinions of a sample of employees in telecommunications companies in Najaf Al-Ashraf. The sample was selected randomly, and a total of 75 questionnaires were distributed. Out of those, 71 questionnaires were retrieved, while 3 invalid questionnaires were excluded. The number of valid questionnaires for analysis amounted to 68, with a retrieval rate of 90.6%. Thus, the sample size became (n= 68), which is suitable for the required number.

CHAPTER TWO: THEORETICAL ASPECT

➤ Organizational Citizenship Behaviors (OCB)

1. Organizational Citizenship Behaviors (OCB) Principle

Managers always strive to reduce disruptive behaviors while attempting to promote organizational citizenship behavior. Organizational citizenship behavior refers to individuals who positively contribute to the organization. For example, employees who perform satisfactorily in terms of quantity and quality and refuse to work overtime may be considered to have good performance but lack organizational citizenship behavior. On the other hand, another employee may have the same level of performance but also consistently work late and assist new hires in learning their way, which would be seen as having organizational citizenship behavior. Such behavior contributes to the success of the organization and reduces employee absenteeism and turnover. Additionally, the social context or group in which the employee works should facilitate and promote such behaviors. Its culture should be capable of fostering, recognizing, and rewarding these types of behaviors in order to maintain them, which greatly contribute to the success of the organization (Griffin, et al, 2014:80). Griffin et al. (2014:80) indicated that organizational citizenship behavior refers to the extent to which an individual's behavior contributes positively to the organization.

It is defined as individuals engaging in extra-role behaviors as a step toward advancing in their work (Uhl-Bien et al., 2014:89).

It can also be defined as actively engaging in behaviors that are not part of the job description and, therefore, are not included under the broad heading of task performance (Colquitt et al., 2013:38).

It is recognized as a behavior that is not required but is necessary for organizational survival and effectiveness (George & Jones, 2012:87).

Organizational citizenship behavior (OCB) is referred to as voluntary, informal behavior that contributes to organizational effectiveness (JOHNS G, SAKS A, 2014: 139).

2. Significance of Organizational Citizenship Behaviors (OCB)

Organizational citizenship behavior holds significant importance in organizations as it contributes to various areas such as organizational effectiveness, performance evaluation, organizational commitment, job satisfaction, organizational justice, reduced turnover and absenteeism, and organizational trust. When organizational citizenship behavior is present in organizations, it positively impacts all these areas. Furthermore, it also benefits individuals by fostering innovation and creativity through the development and enhancement of individual capabilities. It instills a sense of responsibility towards the organization and provides opportunities for individuals to test their managerial skills and abilities.

3. Characteristics of Organizational Citizenship Behaviors (OCB)

The most important characteristics of organizational citizenship behavior can be summarized as follows:

- A. It is considered voluntary behavior that is not included in the job description.
- B. It is spontaneous behavior that is not requested or suggested by the individual.
- C. This behavior contributes to organizational effectiveness.

4. Dimensions of Organizational Citizenship Behaviors (OCB)

There are several dimensions in this field, but most researchers have addressed the following aspects in the dimensions of organizational citizenship behavior, which will be relied upon in this lecture (Hadjali H, Salimi M, 2012: 527):

- A- Altruism:** It is voluntary behavior that involves providing support to colleagues in performing their work in a way that enhances cooperative and social relationships, such as by helping new colleagues in their work or assisting colleagues who have heavy workloads.
- B- Generosity:** It is voluntary behavior aimed at preventing problems related to working with others, such as providing individual advice and information to colleagues that affect their job performance.
- C- Sportsmanship:** This dimension reflects the individual's readiness or tolerance to perform the required tasks under all work conditions without any complaints or grievances.
- D- Civilized Behavior:** It refers to constructive participation, contribution, and responsibility in managing organizational issues and goals through attending meetings and seminars and presenting new ideas and suggestions for work improvement.

➤ Human Resource Depletion

1. Human Resource Depletion Principle

Brain drain, or human resource depletion, is a phenomenon where skilled individuals leave their organizations and migrate to other organizations that provide better opportunities in their region. Human resource depletion can be interpreted as the migration of highly skilled individuals from their original organizations to other organizations that offer better prospects. Furthermore, this migration helps those other organizations to develop and become better as talented individuals become employees there. There are ways to discourage individuals from leaving their organizations. Moreover, individuals who enjoy living in a new environment may choose to go to other organizations. It has been found that over 70% of human resource depletion does

not return to the original organizations. Additionally, human resource depletion does not help when the organization does not provide good job opportunities or a better quality of life, resulting in adverse effects on various aspects of the organization such as growth rate, productivity, and market share (SING, et al., 2014:10).

Independence in the workplace is a pressing issue that organizations face today, both in the private and public sectors. Recent studies in human resource management have identified one of the most recurring problems in organizations as human resource depletion in the workplace. The outputs of workers can have profound social and economic impacts within the organization. For example, a shortage of labor supply can lead to increases in labor costs that exceed the gains in productivity, ultimately diminishing the competitive position of companies, particularly those that are growing and expanding. The shortage of highly skilled and experienced employees is already a problem resulting from human resource depletion in organizations and the migration of talents to other organizations that provide a better quality of work life, comfortable work environments, and high job security. (Gaiduk, et al., 2009:150).

Some organizations still face challenges in retaining highly skilled workers as these employees attempt to leave their organizations. This phenomenon is influenced by various factors, including the failure to meet the ambitious goals that these workers strive for. Additionally, some organizations need to provide services that these workers require, such as healthcare services, in order to attract and retain them. Furthermore, poor service performance in organizations is often accompanied by a shortage of raw materials, essential resources, equipment, and weak logistical support. Organizations need to make a balanced investment in human resources, infrastructure, logistics services, and other supportive services that enhance their ability to provide care for employees. (Lucas, 2015: 1037).

Taking steps to implement management and leadership practices that increase employee commitment to organizations is becoming an urgent need. The phenomenon of human resource drain in other organizations has been likened to the draining of minds. The results indicate that contrary to popular beliefs based on previous practices, employees value fair treatment and how they are treated by their organizations. It is not surprising that employees, particularly those in the United States and parts of Europe, choose to stay with their institutions for longer periods when they see leaders caring about employee performance outcomes, such as fair treatment and support for development. Many skilled and educated workers will likely leave their organizations to seek jobs in Western Europe for higher wage levels alone. Some instances of human resource drain or reluctance to return to their organizations may lead employees to reconsider their expectations of management or organizational practices, considering the most skilled and educated employees undesirable (Gaiduk m, et al, 2009: 163).

2. Causes of Human Resource Depletion

Several factors have contributed to the issue of human resources or brain drain in organizations. These factors include career development, job security, work environment, and social justice. All of these factors can lead to the depletion of human resources or talents in organizations, as explained below (Sing, et al., 2014: 19):

A. Career Development: Limited career advancement opportunities and a lack of professional growth are the main issues that cause the loss of a talented workforce. However, the availability of growth and development opportunities also becomes a major factor that attracts individuals.

B. Job Security: It means that employees are unable to maintain desired continuity in a job-threatening situation. It is not only about perceiving the termination of undesirable work but also events that affect job security, such as age and employment contract status.

C. Work Environment: Some studies have revealed that the work environment has an impact on the depletion of human resources or talents in organizations. It has been discovered that the level of motivation and performance depends on the quality of the work environment. In a good environment, employees can perform their tasks with a low error rate and engage well with the organization.

D. Quality of Work Life: The complete factor associated with the depletion of talented human resources is a better quality of life, including education, housing, and other facilities for them and their families.

CHAPTER THREE: PRACTICAL ASPECT➤ **Paragraph Coding (Paragraph Labeling)**

Table (2) represents the paragraph coding of the scale as illustrated:

Table (2): Paragraph Coding

Abbreviation	Variables
OCB	Organizational Citizenship Behaviors
A	Altruism
G	Generosity
S	Sportsmanship
CB	Civilized Behavior
HRD	Human Resource Depletion

➤ **Data Collection and Examination**

Questionnaires were distributed to a sample of employees in telecommunications companies in Najaf Al-Ashraf. A total of 75 questionnaires were distributed, out of which 68 were valid for statistical analysis.

➤ **Descriptive Analysis**

Table (3) presents the descriptive analysis of the scale, using the mean as a measure of central tendency and the standard deviation as a measure of data dispersion. The results of the mean indicated that all items exceeded the hypothetical midpoint of 3 (when using a five-point Likert scale), indicating the prevalence of all items and variables under study in the organization. Additionally, the results of the descriptive analysis showed low proportions of standard deviation, indicating the accuracy of respondents' answers and their understanding of the items.

Table (3): Descriptive Analysis of Scale Items

Standard Deviation	Max. Value	Min. Value	Avg.	Abbreviation	Scale Items
0.82	5	2	4.33	A1	Helping my colleagues who have heavy workloads (such as assisting in correcting exam papers, participating in organizing scientific events, etc.) without expecting anything in return.
0.86	5	2	4.05	A2	Volunteering to assist new teachers to facilitate their tasks and adapt to the work environment.
0.78	5	2	3.74	A3	Encouraging my colleagues to efficiently accomplish their tasks.
0.75	5	2	3.51	A4	Volunteering to perform some tasks on behalf of my colleagues when they are absent due to reasons like illness or short-term scientific visits.

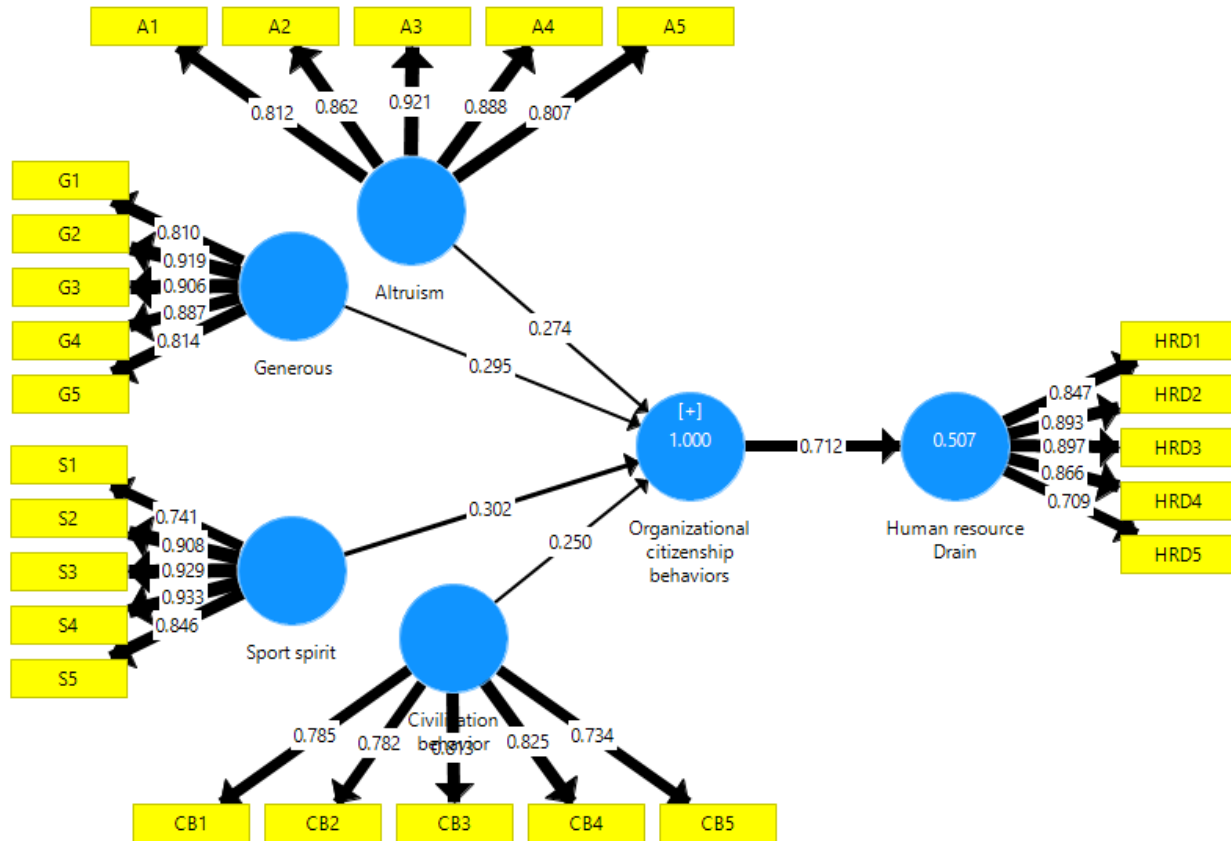
0.83	5	2	3.27	A5	Being willing to give up teaching a specific subject to my colleague if they desire to do so.
0.70	5	2	4.48	G1	Avoiding hurting or injuring the feelings of my colleagues at work.
0.80	5	3	4.27	G2	Respecting and safeguarding the rights of my colleagues at work.
0.78	5	2	4.03	G3	Ensuring coordination and consultation with my colleagues when making decisions or taking actions that may affect them.
0.77	5	2	3.65	G4	Respecting the privacy of my colleagues.
0.76	5	2	3.39	G5	Providing my colleagues with information that helps them advance in their professional careers.
0.72	5	2	4.42	S1	Accepting criticism from my colleagues with an open mind.
0.85	5	2	4.19	S2	Creating space for students to express their opinions about my teaching methods.
0.93	5	2	3.85	S3	Avoiding magnifying work problems beyond their actual size.
0.92	5	2	3.61	S4	Refraining from personal insults and avoiding blaming others.
0.89	5	2	3.41	S5	Avoiding seeking out mistakes made by my colleagues at the college.
0.69	5	2	4.26	CB1	Being attentive to all college activities and announcements.
0.75	5	2	3.51	CB2	Making an effort to attend seminars and meetings held by the college or university.
0.78	5	2	4.03	CB3	Striving for continuous learning and improving my skills, even if it comes at my own expense.
0.78	5	2	3.90	CB4	Defending the reputation of my college when it is criticized by others and constantly working on enhancing its image.
0.95	5	3	3.60	CB5	Adhering to social norms and customs (such as appearance and not smoking in the college).
0.81	5	2	3.88	OCB	Organizational citizenship behaviors.
0.85	5	3	4.23	HRD1	I will consider seeking employment in another organization.
0.90	5	2	3.80	HRD2	I am willing to leave if there is an opportunity available in another organization.
0.72	5	2	4.38	HRD3	A stressful work environment will make employees abandon their work.
0.76	5	3	4.18	HRD4	Family commitments will eventually lead me to leave my organization.
0.76	5	2	3.39	HRD5	I want to work outside my current organization in the future.
0.84	5	2	3.89	HRD	Human resource depletion.

Reference: SmartPLS software Outputs

➤ Evaluation of Scale Quality

The evaluation of scale quality, also known as measurement model assessment, is considered one of the fundamental steps in analysis that precedes hypothesis testing. The measurement model is evaluated in the context of structural modeling using three criteria, as shown in Table (4):

Table (4): Criteria For Evaluating The Measurement Model



minimum acceptable	Purpose	Criteria
0.7	Scale Reliability and Consistency Test	Cronbach's Alpha
0.6	Scale Reliability and Consistency Test	Composite Reliability
0.5	Scale Validity Test	Average Variance Extracted (AVE)

Hair, J. (2014). *A primer on partial least squares structural equations modeling (PLS-SEM)*. Los Angeles: SAGE. Using the Smart PLS software, a measurement model was constructed, which is shown in Figure (2) below:

Figure (2): The Measurement Model for the Research Variables

Reference: SmartPLS software Outputs

Note: The numbers in the brackets represent the item (item stability).

Table (5): Results of the Measurement Model Testing

AVE	Composite Reliability	Cronbach's Alpha	Item Stability	Abbreviation	Variables
0.556	0.959	0.957	0.812	A1	Organizational Citizenship Behaviors (OCB)
			0.862	A2	
			0.921	A3	
			0.888	A4	
			0.807	A5	
			0.810	G1	
			0.919	G2	
			0.906	G3	
			0.887	G4	
			0.814	G5	
			0.741	S1	
			0.908	S2	
			0.929	S3	
			0.933	S4	
			0.846	S5	
			0.785	CB1	
			0.782	CB2	
0.813	CB3				
0.825	CB4				
0.734	CB5				
0.540	0.936	0.933	0.895	HRD1	Human resource depletion
			0.700	HRD2	
			0.776	HRD3	
			0.794	HRD4	
			0.720	HRD5	

Reference: SmartPLS software Outputs

Table (5) shows the results of the Modified Measurement Model test, which indicate that all items have achieved acceptable levels of saturation. Additionally, the variables have achieved acceptable levels for both Cronbach's alpha, Composite Reliability, and AVE.

➤ **Hypothesis Testing**

Hypotheses are tested using path coefficients in the structural model. The structural model is evaluated in Partial Least Squares-Structural Equation Modeling (PLS-SEM) according to the criteria proposed by Hair et al. (2014). The evaluation criteria are shown in Table (6) below.

Table (6): Criteria for Evaluating the Structural Model

Threshold (acceptable level)	Criteria	
Greater or Equal (1.96)	Value (t)	Path Coefficient Significance
Less or Equal (0.05)	Value (P)	
Weak 0.25 Median 0.5 High 0.75	R ²	
	Coefficient of Determination	

Hair, J. (2014). *A primer on partial least squares structural equations modeling (PLS-SEM)*. Los Angeles: SAGE.

For the purpose of testing the impact hypothesis, a structural model was constructed, as shown in Figure (3) below.

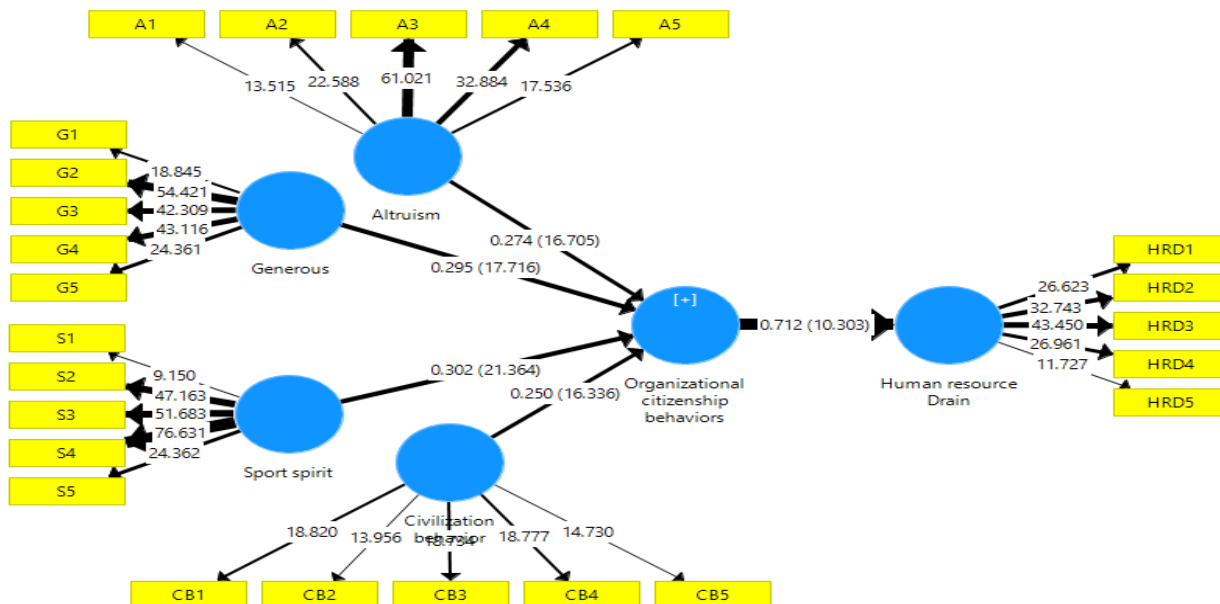
Figure (3): Structural Model of Research Variables

Table (7): Analysis Results of the Structural Model

Value (P)	Value (t)	R ²	Path Coefficient Significance	Path
0.000	10.303	0.507	0.712	Organizational → Human resource depletion citizenship behaviors

Reference: SmartPLS software Outputs

The results of the analysis, as shown in Table (7), indicate that the path coefficient (direct effect) is 0.712 and the coefficient of determination (R²) is 0.507. In order to confirm the significance of the path coefficient, both the t-value and p-value meet the acceptable thresholds in Table (6), indicating the significance of the relationship. Therefore, the main hypothesis stating that "There is a significant relationship between organizational citizenship behavior and human resource depletion" is accepted.



- **The First Sub-Hypothesis** "There is a significant relationship between altruism and human resource depletion," can be proven according to the path coefficient model, as shown in Figure (4).

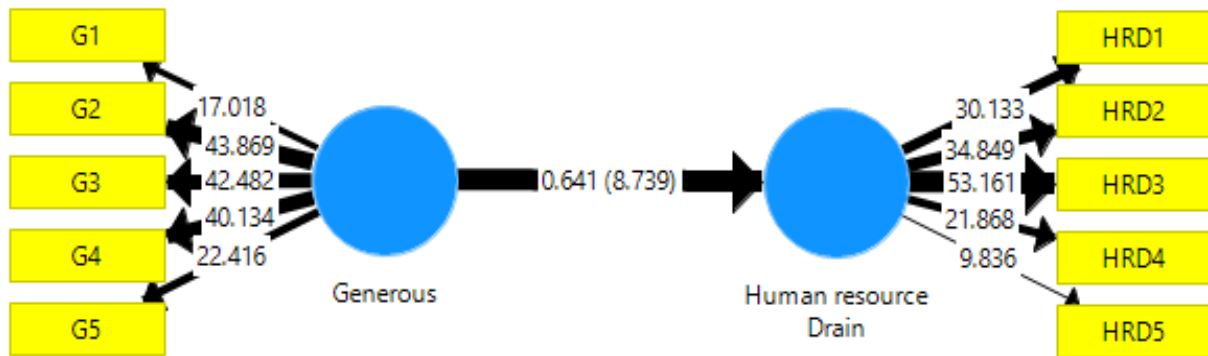
Figure (4): Structural Model of the Relationship between Altruism and Human Resource Depletion.

Reference: SmartPLS software Outputs

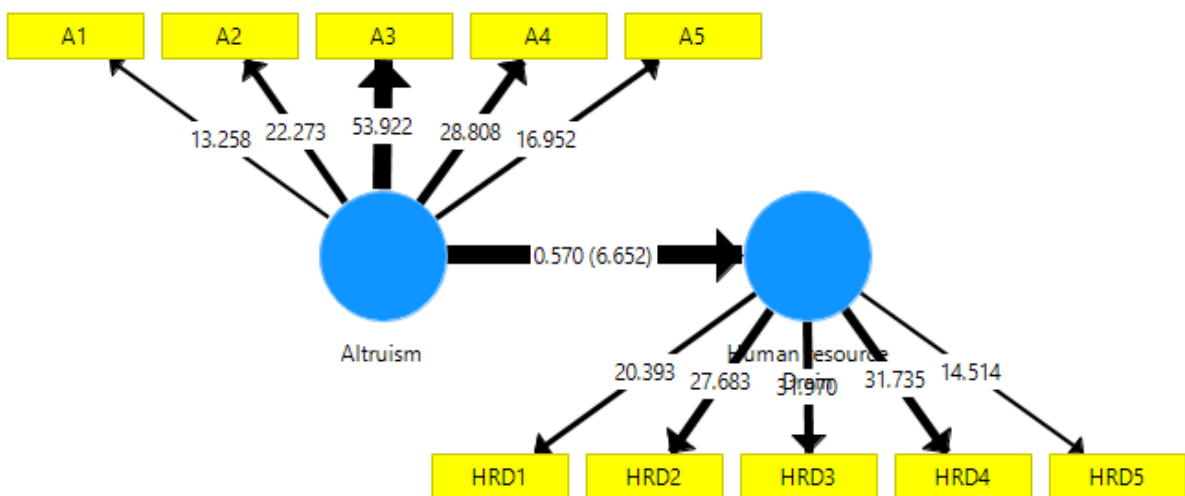
The results from the above figure indicate that the path coefficient (effect coefficient) is 0.570 and the coefficient of determination (R^2) is 0.325. To confirm the significance of the path coefficient, the t-value is 6.652, which is acceptable. This indicates the significance of the relationship and thus the acceptance of the first sub-hypothesis, "There is a significant relationship between altruism and human resource depletion."

- **The Second Sub-Hypothesis** "There is a significant relationship between generosity and human resource depletion," can be proven according to the path coefficient model, as shown in Figure (5).

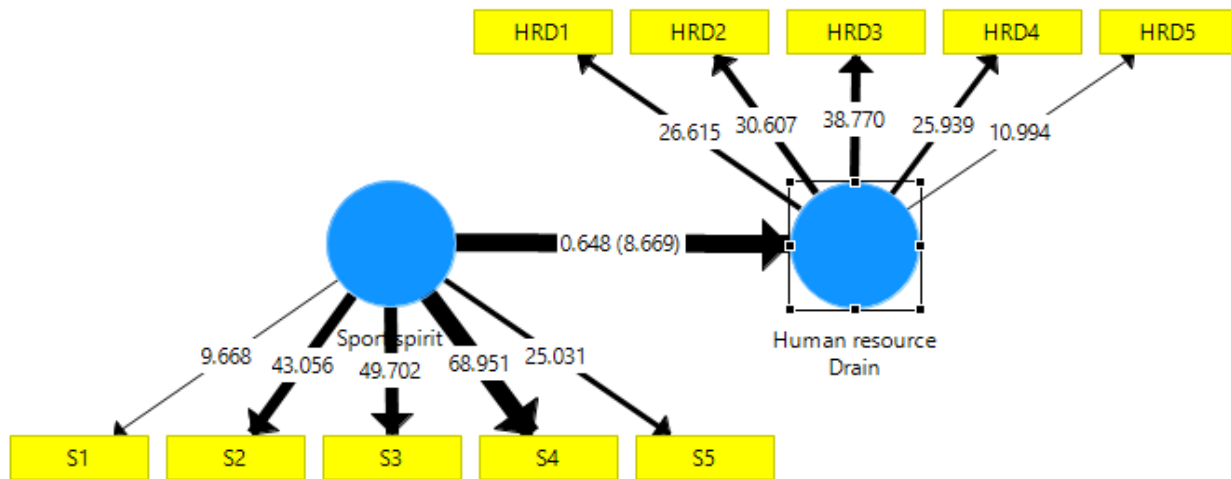
Figure (5): Structural Model of the Relationship between Generosity and Human Resource Depletion.



Reference: SmartPLS software Outputs



The results from the above figure indicate that the path coefficient (effect coefficient) is 0.641 and the coefficient of determination (R^2) is 0.411. To confirm the significance of the path coefficient, the t-value is 8.739, which is acceptable. This indicates the significance of the relationship and thus the acceptance of the second sub-hypothesis, "There is a significant relationship between generosity and human resource depletion."



- **The Third Sub-Hypothesis** "There is a significant relationship between sportsmanship and human resource depletion," can be proven according to the path coefficient model, as shown in Figure (6).

Figure (6): Structural Model of the Relationship between Sportsmanship and Human Resource Depletion

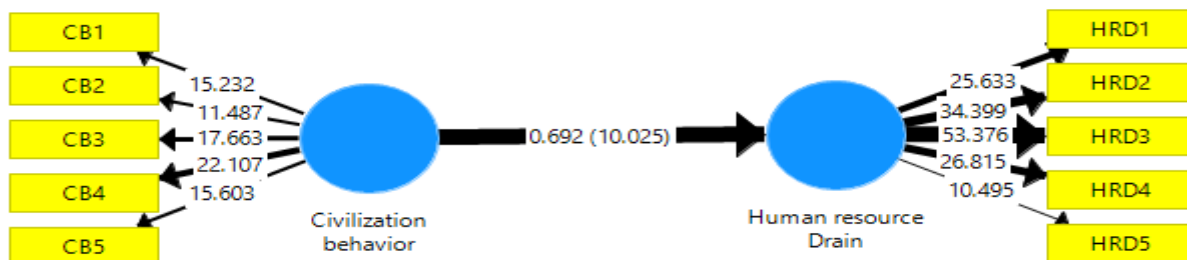
Reference: SmartPLS software Outputs

The results from the above figure indicate that the path coefficient (effect coefficient) is 0.648 and the coefficient of determination (R^2) is 0.420. To confirm the significance of the path coefficient, the t-value is 8.669, which is acceptable. This indicates the significance of the relationship and thus the acceptance of the third sub-hypothesis, "There is a significant relationship between sportsmanship and human resource depletion."

- **The Fourth Sub-Hypothesis** "There is a significant relationship between civilized behavior and human resource depletion," can be proven according to the path coefficient model, as shown in Figure (7).

Figure (7): Structural Model of the Relationship between Civilized Behavior and Human Resource Depletion

Reference: SmartPLS software Outputs



The results from the above figure indicate that the path coefficient (effect coefficient) is 0.692 and the coefficient of determination (R^2) is 0.479. To confirm the significance of the path coefficient, the t-value is 10.025, which is acceptable. This indicates the significance of the relationship and thus the acceptance of the fourth sub-hypothesis, "There is a significant relationship between civil behavior and human resource depletion."

CHAPTER FOUR: CONCLUSIONS AND RECOMMENDATIONS**Firstly, Conclusions:**

1. Work autonomy is characterized by the individual's ability to determine their methods, pace, and effort in accomplishing work tasks, enabling others to pursue their own goals and communicate effectively. This contributes to reducing human resource depletion in the workplace for employees and preventing intellectual depletion for the organization.
2. Work autonomy reduces human resource depletion in the workplace at the Water Directorate of Al-Najaf Governorate, which in turn reduces human resource depletion. The practical aspect of the research supports this, as the second hypothesis states that "There is a significant effect of work autonomy on reducing human resource depletion." The results of this hypothesis indicated a path coefficient (direct effect) of $R^2 = 0.642$. To verify the significance of the path coefficient, the t-value was 3.100 and the p-value was 0.001, indicating the acceptance of the hypothesis.
3. Developing leadership skills and utilizing work autonomy within the organization while adapting to changes is crucial to achieving its goals in a way that paints a bright picture for the organization. This can be reflected in reducing human resource depletion within the organization.
4. The statistical analysis revealed that the study sample strongly and significantly agreed on the use of work autonomy, which effectively reduces human resource depletion in the workplace. This indicates that the organization's use of such methods can lead to a reduction in human resource depletion and enable it to achieve high performance by ensuring competent employees.
5. The statistical analysis also showed that the study sample strongly agreed on the characteristics of organizations with work autonomy. This means that if an organization employs these characteristics, it will be able to effectively reduce human resource depletion in the workplace for its employees.

Secondly, Recommendations:

1. The research recommends using mechanisms, strategies, and methods that lead to working independently in organizations in order to adapt to the current variables of organizations, which in turn reduces the depletion of human resources working in them.
2. Emphasis should be placed on the need to develop and benefit from assigning tasks to employees to be carried out without pressure in order to enhance independence in the workplace, which in turn reduces the depletion of human resources or the migration of ideas outside the organization.
3. Efforts should be made to adopt the use of standards and characteristics that promote functional independence, which reflects the progress and development of organizations as well as the retention of employees in these organizations, as it contributes to achieving their goals, thus reducing mental exhaustion.
4. In order to succeed and attract skilled and competent employees, it is necessary to conduct training operations and use methods that align with the current reality of the organization. Despite the presence of regulations, the surrounding changes require adaptation to achieve organizational goals and reduce the depletion of human resources.
5. When using work independence in an organization, it is important to create an environment that facilitates its implementation and fosters cooperation and mutual respect in decision-making processes. This ultimately leads to the independence of employees and reduces the depletion of human resources.

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