

# Determining the relationship between components of knowledge management and organizational citizenship behavior in experts' Science and Research Branch of Islamic Azad University

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## Abstract

This study aimed to investigate the relationship between components of knowledge management and organizational citizenship behavior in experts' Science and Research Branch of Islamic Azad University. The study population was selected using the table Morgan 130 stratified random sampling method. In order to collect data, Newman knowledge management in terms of knowledge creation, preserve and maintain knowledge, knowledge transfer and sharing, and application of knowledge, consisting of 21 questions, as well as organizational citizenship behavior and Organ dimensions of altruism, conscientiousness, Chivalry, civic behavior, currency were used. The results showed that there is a significant relationship between knowledge management and organizational citizenship behavior in the population. There are also components of the transfer of knowledge, application of knowledge, creation of knowledge to the highest and most variable correlation with organizational citizenship behavior in the population and there was no relationship between the variable component and maintenance of organizational citizenship behavior in the population.

**Keywords:** organizational citizenship behavior (OCV), knowledge management (KM), Azad University

## Introduction

In today's competitive environment organization need more knowledge assets than before. Things like unemitativity, sacristy, and worth and unsuitable besides the emergence of approaches as knowledge management, knowledge perspective to organization and the numerous academic researches all show the increasing need of organizations to knowledge resources. Knowledge management is the key of success in century 21. Because, it helps the employers to share their knowledge and it creates value for the organization through changing human resource to organized mental assets.

Knowledge management is a set of processes Authors, dissemination and application of knowledge in an organization takes subjective and objective. (Newman, 1999, 20). Based on general and comprehensive knowledge management Newman, the following four components can be used for knowledge management processes, stating:

*Knowledge Creation:* This is the ability to learn and communicate. Developing this ability, experience sharing, Communication between ideas and build relationships with other intersecting issues of this importance is key.

Organizing and storing: the second required element through which knowledge management, the ability to store structured information that enables quick search, access to information and sharing knowledge effectively provided to other employees, comes into existence. The system should be easy to use all the knowledge necessary to be saved.

*Knowledge sharing:* The process to develop a collective spirit in which individuals as partners in order to pursue common goals, sense of coherence together and are interdependent in their activities, helps. The third step of the process of knowledge management, knowledge transfer, in which an organization has distributed information among its members and thereby enhance learning and creates new knowledge or understanding (Sarlak, 2007).

*Applying knowledge:* The fourth process, this idea begins to create knowledge, more is possible by means of objective knowledge, this element, and the circle completes the process of unified knowledge management center. The ultimate goal of knowledge management is the application of knowledge to improve organizational performance. Once they are used to improve performance best practices to new situations that experience and adapted a new set of best practices to achieve.

Organizations, in a universal competitive environment, tend to meet the requirements, the customers' expectations and adopt to job changing and they are trying to recruit employees who work more than his/her written career tasks (Senobary, 2008). Identifying the factors and infrastructures of knowledge management helps us to make use of it more effectively. Knowledge managements' in restructures are not physical and the employees of an organization as mental assets and human capital have a very important value. Those organizations are successful that follow sustainable learning and use the existing organizational citizens play an important role in knowledge cycle by their behaviors and accelerate this process (Lin, 2000).

According to Organ, Organization citizenship behaviors are voluntarily, individual and selective which are not designed by formal award systems. But they effectively and efficiency of organization's performance (Kohen and Cool, 2004). Forcing the individuals to share their knowledge (How to correctly transfer) with others is really important. Those behaviors should be aroused and supported in individuals which are in line with knowledge sharing among individuals and employees. Organizations are trying to recruit employees who work more than his/her written career tasks. Those employees' behaviors which are over their formal tasks and are in the line with organization's goal would be discussed as organization citizenship behavior and different factors play roles in its formation (Ebrahimpoor et al, 2006).

Organizational citizenship behavior is important because it has important consequences such as job satisfaction, organizational productivity and protect organizations to follow (Moghimi, 2005). Organ Multidimensional Scale of organizational citizenship behavior. This scale consists of five dimensions which are: altruism, conscientiousness, sportsmanship, civic virtue and courtesy literature.

*Altruism:* Useful behaviors such as altruism and profitability intimacy, empathy and compassion among colleagues noted. (Salehi and jafari Krfstany, 2012: 94).

*Conscience:* Bienstosk et al (2003) believe conscientious manner in which members perform specific behaviors and beyond the minimum level required for the job task and acts. (Body, 1988, 9).

*Chivalry:* Chivalry kind of organizational citizenship behavior is much lower than it has been given donor behavior. (Organ 1990) Chivalry as inevitable tendency to endure uncomfortable conditions expressed discomfort at work without complaint and defined.

*Civil behavior:* Civil behavior arises from interest or commitment to the organization. Environmental monitoring in order to identify opportunities and threats (taking into account the changes in the industry in terms of impact on the organization even personal expenses behaviors example of this( organ, 1998,12).

*Courtesy:* Polite behavior that are causing the problem and prevent the problem in the workplace.

Today, knowledge is one of the unrepeatable parts of the organizations. In an active and complex environment, especially in the environment of educational organizations, recruiting new knowledge in organization's service is a must. It should be noticed that knowledge does not of value for the organization log its own and organizations should be provide an environment for the employees to share their knowledge to use individual's knowledge towards organizational goals and train the employees towards enrichment their sharing (Saedi and Naelipoor, 2006).

Fereshteh Nazerzadeh (2010) conducted a research about "the relationship between knowledge management and organizational citizenship behavior among employees of Tehran Mayery". The results present Knowledge management and organizational citizenship behavior and gender, plays a modifying role. Finally, results showed that miseries' managers could gain organizational competitive advantage by identifying employees' effective performance. Evolving employee's n decision makings and usage of reward systems. Also, Sayed Mojtaba Hosseini (2011) in a research investigated "the improving the tendency to share knowledge in governmental organizations, the role of organizational citizenship behavior and organization culture (case study: ministry of city building)". Its results showed that there is appositve and significant relationship between organizational citizenship behavior and its dimensions and organizational culture and tendency to share knowledge at sig 0/99. Also, it was observed that organizational culture enhances the effect of organizational citizenship behavior on improving tendency to knowledge sharing to 3/5 times. While, Siavash Mirzayi (2011), in his study investigated. "The role of organizational citizenship behavior on knowledge management in Bank Sepah", and showed that there is a positive and significant relationship between these two variables. Maliheh Fathi (2014) in a research entitled "the relationship between knowledge management and organizational learning with organizational citizenship behavior in high schools in Ardabil" concluded that the mean of knowledge management and organizational learning score among the teachers and managers is bellow of conceptual mean but their score of organizational citizenship behavior is over the conceptual mean and there is a positive and significant relationship between all knowledge management indicators an all the indicators of organizational learning and organizational citizenship behavior.

Mamqani, Samizadeh and Saghafi (2011) in a research, "studied the success factors of knowledge management in Iranian" research centers and studied the basic preparations of these centers for knowledge management and concluded that the success factors of these centers include; knowledge strategy, management support, motivations to share knowledge and appropriate technical infrastructure.

However, Alireza Alinejad et al (2014) conducted a research under the title of "studying the relationship between organizational citizenship behavior (OCB) and the performance of employees of Azad university of Qazvin", and the results showed that there is a positive and significant relationship between these two variables. Also, this relationship was studied about all of the indicators of these two variables and proved. Hossein Fazli (2014) in an investigation named "studying the effect of organizational justice on organizational citizenship behavior in employees of tax office south" showed that there is a positive and significant relationship between these two variables but there is no significant relationship between gender, age and individual's experience with organizational justice and organizational citizenship behavior. But the relationship between education and organizational justice and organizational citizenship behavior is significant and generally people with higher education believe State Tax Administration of Justice in south Tehran enterprise-level organizational citizenship behavior is not desirable, but not bad.

Sadegh Pour Natanz, F. (2014) conducted a study entitled "The relationship between personality and organizational citizenship behavior has done at the University of Soreh". The results show that between personality and organizational citizenship behavior at the University Soreh there

is a significant positive relationship. Among personality dimensions (emotional stability, extraversion, openness and agreeableness, conscientiousness) and organizational citizenship behavior and positive relationship exists Mandy. As well as extroversion after its strong relationship with organizational citizenship behavior.

Sani (2009) in a study titled "The basic framework of knowledge management in Indian schools" to the conclusion that if the schools are community-based, enhanced productivity and quality will improve, leading to a leap in knowledge management knowledge in Indian schools and for coordinated election with international standards also need a guide. To strengthen the basic framework of analysis, knowledge management tools used in management process. Brasnad and Rang Neckar (2010) study on 401 employees of small and medium Indian companies have concluded that by improving knowledge management processes could be developed Human Resources and through this competition Benefits increased the two researchers then analyzed the data suggested that discredit the knowledge management by strengthening problem-solving, communication and innovation culture, companies have been led to better performance. Also, another research Lester et al (2008) in their study "examines the moderating role of individual differences in how the relationship between job satisfaction and organizational citizenship behavior" have focused their research results suggest that organizational citizenship behavior significantly with the degree of employee satisfaction be treated corporate citizenship is more psychological level of staff. Husam (2008) examines" the relationship between personality and organizational citizenship behavior among 164 employees paid service sector" found that religiosity and mental stability two variables are highly correlated with organizational citizenship behavior, so that whatever the religion and mental stability, higher staff organizational citizenship behavior is even greater. The "Lin" in 2008 in the Taiwan study, titled "To determine the relationship between organizational citizenship behavior, gender and knowledge sharing in the workplace organizations in Taiwan did. The results showed that organizational citizenship behavior affects knowledge sharing. Also, "Kim & Kong" (2009) in there research entitled "The role of knowledge and organizational citizenship behavior and performance-based pay in connection with the Company 'senior executives in state-owned companies in South Korea found that wage-based system over a group. Leading to organizational citizenship behavior (OCB) and the creation of more and sharing tacit knowledge among key employees Called. Behavior corporate citizenship and facilitate tacit knowledge, in turn, increase the efficiency and regression results show through organizational citizenship behavior key employees are moderated.

Leading Organizations that have global leadership in the hands of those most capable, most reliable and up to date knowledge in their fields have primary (Alva and Leidner, 2001). In such circumstances, one of the most important factors for progress and excellence of any organization, organizational citizenship behavior of employees that includes behaviors that may be overlooked But the effectiveness of the organization are highly effective, this behavior is completely voluntary and without expectation of reward and punishment (Organ and Batman). Consider that knowledge management in organizations is likely to be less likely to organizational citizenship behavior. This requires that the survey be made to the relationship between knowledge management and organizational citizenship behavior in staff checked. Therefore, this study tries to answer this question. "The Mole between knowledge management and organizational citizenship behavior in the population in the population what kind of relationship there?"

### **Methodology**

The aim of this study in terms of functional and descriptive and correlation method was used. The statistical population included all experts in Islamic Azad University, Science and Research,

That the size and number of experts working in different institutions, 130 of them, according to Morgan table and were selected by simple random sampling. In this study due to the nature of the study design of two standard questionnaires containing 21 questions Konrad & Newman knowledge management and organizational citizenship behavior Organ containing 15 questions was used. Alpha coefficient for variable represents the knowledge management 0/93 whose internal consistency of items related to the variable. As well as in all components except chivalry citizenship behavior 625/0 alpha coefficient is high. Which represents alpha is acceptable and reliable, but the components were negative alpha chivalry, Scholar with the supervisors' guidance few questions in the questionnaire have changed. To describe examples of descriptive statistics such as frequency, mean, standard deviation and variance to test the research questions of inferential tests used. For descriptive and inferential statistical data from the questionnaires were used in this study is that the Research AMOS software for descriptive statistical calculations that include frequency, The average percentage, standard deviation, correlation and regression methods are used. To investigate the relationship between knowledge management components with organizational citizenship behavior Pearson correlation coefficient was used for correlations in the distribution of normal. And is used to compare two variable whose value is between 1 and -1. Be closer to 1 indicates that the correlation is negative and the value of 0 indicated no correlation. To search for And test normal and non-normal distribution formula skewness is used and also to check the total, KM initiatives percentage of variance organizational citizenship behavior explains the structural equation modeling with AMOS software Used.

### Research findings

Describe the research findings described the results showed that demographic characteristics 54/4 percent of female respondents and 6/45 percent are men. Also, 8.5 percent of respondents between 20 and 29 years old. 7/87% between 30 and 49 years and 8.3% over 50 years old. The average age of respondents 37/9 percent. And 4.3% of the respondents have an associate degree, undergraduate education of 36/2, 60/3 percent have postgraduate studies. 40/8 24 percent of respondents are working in the research department of the Department of Education, 12 percent of development assistance, cultural deputy of 8.8 percent, 8 percent and 6.4 percent of the student in the Department of Administrative and Financial busy are employed.

### Research hypotheses

The main hypothesis: Knowledge management and organizational citizenship behavior in the population are related.

**Table 1: Correlation between knowledge management and organizational citizenship behavior**

Knowledge Management	Independent Variable
OCB	The dependent variable
0.176	Pearson correlation coefficient (R)
0.03	The coefficient of determination (R Square)
0.046	(sig)

Pearson's coefficient results show that the two variables of knowledge management and organizational citizenship behavior in the community and in significant positive correlation is weak. Pearson's coefficient equal to 0.176 and 0.046 of the corresponding significance. Due to the significance level of less than 0.05 so moderate correlation observed in the sample with respect to the 5% statistical error is the general population. As a result, knowledge management and organizational citizenship behavior in the population are related. Determination coefficient of 0.03

indicates that knowledge management variable 3% of the variance determines organizational citizenship behavior stems.

*First hypothesis:* Knowledge and organizational citizenship behavior in the population are related

**Table 2: Correlation between knowledge creation and organizational citizenship behavior**

Knowledge management	Independent variable
OCB	The dependent variable
0.170	Pearson correlation coefficient (R)
0.03	The coefficient of determination (R Square)
0.049	(sig)

Pearson's coefficient results show that the two variables knowledge creation and organizational citizenship behavior in the community and in significant positive correlation is weak. Pearson's coefficient equal to 0.170 and 0.049 of the corresponding significance. Due to the significance level of less than 0.05 so moderate correlation observed in the sample with respect to the 5% statistical error is the general population. As a result, knowledge creation and organizational citizenship behavior in the population are related. Determination coefficient of 0.03 indicates that knowledge 3% of the variance variable determines organizational citizenship behavior stems.

*The second hypothesis:* the preservation of knowledge and organizational citizenship behavior in the population are related.

**Table 3: Correlation between the preservation of knowledge and organizational citizenship behavior**

Maintain knowledge	Independent variable
OCB	The dependent variable
-0.061	Pearson correlation coefficient (R)
0.00	The coefficient of determination (R Square)
.489	(sig)

Pearson coefficient between the two variables calculated results show that the maintenance of knowledge and organizational citizenship behavior in society, there is no statistically significant correlation. Pearson's coefficient equal to -0.061 and its corresponding significance is equal to 0.489. As a result, between knowledge and organizational citizenship behavior in the population maintain no relationship.

*The third hypothesis:* the transfer of knowledge and organizational citizenship behavior in the population are related.

**Table 4: Relationship between knowledge transfer and organizational citizenship behavior**

knowledge transfer	independent variable
OCB	The dependent variable
0.209	Pearson correlation coefficient (R)
0.04	The coefficient of determination (R Square)
0.017	(sig)

Pearson's coefficient results show that knowledge transfer between the two variables and organizational citizenship behavior in the community and in significant positive correlation is weak. Pearson coefficient equal to the corresponding value of 0.209 and 0.04 is significant. Due to the significance level of less than 0.05 so moderate correlation observed in the sample with respect to

the 5% statistical error is the general population. As a result, between knowledge transfer and organizational citizenship behavior in the population are related. Determination coefficient of 0.04 indicates that knowledge transfer 4% of the variance variable determines the organizational citizenship behavior.

*The fourth hypothesis:* the application of knowledge and organizational are related

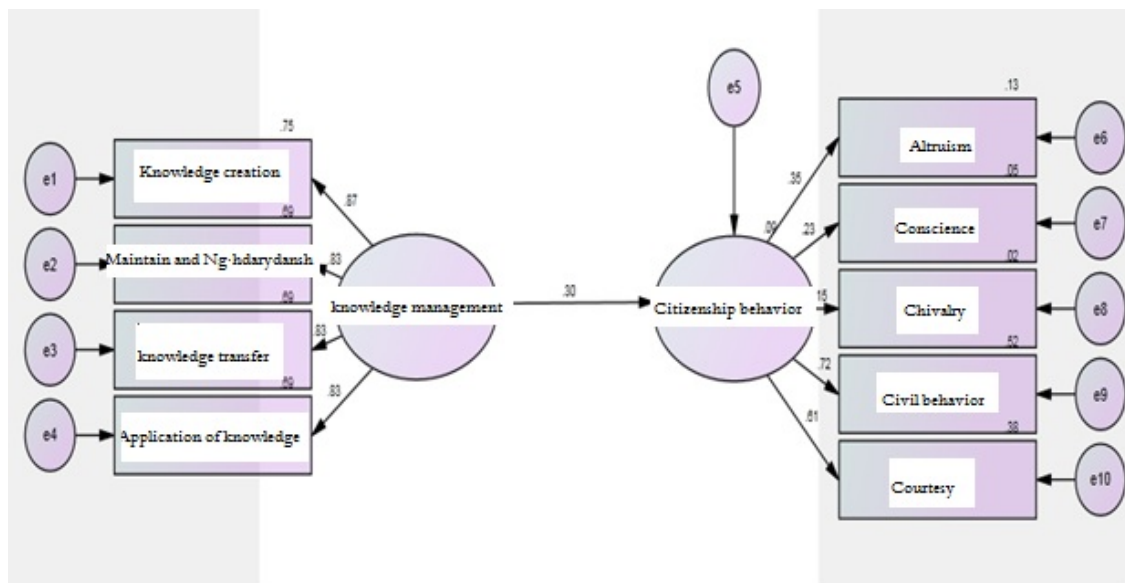
**Table 5: The relationship between the use of knowledge and organizational citizenship behavior**

Application of knowledge	independent variable
OCB	The dependent variable
0.201	Pearson correlation coefficient (R)
0.04	The coefficient of determination (R Square)
0.021	(sig)

Pearson's coefficient results show that application of knowledge and organizational citizenship behavior in society between the two variables statistically significant positive correlation is weak. Pearson coefficient equal to the corresponding value of 0.201 and 0.04 is significant. Due to the significance level of less than 0.05 so moderate correlation observed in the sample with respect to the 5% statistical error is the general population. As a result, between application of knowledge and organizational citizenship behavior in the population are related. Determination coefficient of 0.04, which shows variable 4% of the variance application of knowledge will determine what organizational citizenship behavior.

*Fifth hypothesis:* a few of the variance components of knowledge management and organizational citizenship behavior in the population of virgin explanation?

But to make causal effect independent variable (KM) on the dependent variable (OCB) to examine the structural equation (using the software AMOS) are used. The amount of the arrows, rectangles path and the values, the variance is determined. Figure analytical model no significant correlation between knowledge management and organizational citizenship behavior shows. Table 6 also shows statistics related to the model.



**Figure 1: significant correlation between knowledge management and organizational citizenship behavior**

**Table 6: The indices of fit**

RMSEA	CFI	IFI	Chi		
			CMIN/df	df	CMIN
0.10	0.910	0.914	2.358	26	61.300

It should be noted sure CMIN / DF whatever is smaller and usually number 5 represents a better fit as a cut-off point to consider this location. RMSEA index is also much closer to zero indicates a better fit. According to IFI amount equal to 0.914, 0.910 equivalent amount of CFI and RMSEA value equal to 0.10.

The results show that the model is a good fit. In Table 7, the factor loadings (factor lambda) of each of the components of knowledge management part. As you can see, is an account of the highest load factor component of knowledge as well as analytical model is designated the most variance.

**Table 7: Factor loadings (LAMBDA) components of knowledge management**

sig	C.R( T)	Load factor	Component
0.000	11.710	0.867	Knowledge creation
0.000	10.986	0.828	Maintain knowledge
0.000	11.072	0.832	knowledge transfer
-	-	0.832	Application of knowledge

As can be seen in all components were found significantly associated with T, and therefore the factor loadings (factor lambda) is the observation can be generalized to the population. In Table 8, the factor loadings of each of the components OCB part. As you can see, is an element of civil behavior and also the highest load factor to account for the most variance analytical model is specified.

**Table 8: Load factor (LAMBDA) components of organizational citizenship behavior**

sig	C.R( T)	Load factor	Component
-	-	0.355	Altruism
0.04	1.864	0.234	Conscience
0.05	1.320	0.152	Chivalry
0.004	2.865	.719	Civil behavior
0.003	2.957	0.615	Polite and considerate

Significant corresponding to T in all areas was significant, and therefore the factor loadings (factor lambda) is the observation can be generalized to the population. In Table 9, the amount of variance in organizational citizenship behavior is determined by knowledge management variable part.

**Table 9: Variable knowledge management on organizational citizenship behavior**

Meaningful	C.R( T)	(path coefficient Beta)	Explained variance (coefficient of determination)	The dependent variable	independent variable (With 4 components)
0.033	2.131	0.304	0.093	OCB	knowledge management

As seen in the above table is an analytical model and knowledge management variable (with 4 components) in 9% of the variance explained OCB addressing. The path coefficient (Beta) is also equal to 0.304 shows the effects of causal variables of knowledge management on organizational



citizenship behavior is equal to 0.304. In other words, for a standard deviation unit change in the variable KM 0.304 unit change in the same direction, there will be organizational citizenship behavior.

### **Conclusion and Recommendations**

According to the study of knowledge management and organizational citizenship behavior related to each other. And, with regard to the implementation of knowledge management strategies in order to define the duties and Identify gaps undesirable and desirable way by considering the concept of organizational citizenship behavior that job satisfaction is guaranteed. In order to establish this relationship by providing training, knowledge management and organizational tasks in the human resources necessary measures should be taken and necessitated the creation of job satisfaction, expert's supplements. Test results show significant coefficients using Pearson correlation coefficient between the two variables of knowledge management and organizational citizenship behavior in society in significant positive correlation is weak. The results of structural equation modeling showed that all loads Biomarker knowledge management and organizational citizenship behavior, are proper Pearson coefficient equal to 176%. It can be concluded that the null hypothesis is rejected and the accepted theory and knowledge management and organizational citizenship behavior directly related to a significant 176% and 46% is significant.

Since in the present study, the relationship between knowledge management and organizational citizenship behavior has been approved and recognizing the positive impact of knowledge management in universities and research centers such as university managers can Courses designed to educate and develop a culture of knowledge management and its positive impact and suitable for its implementation, among staff and academic experts pay more attention. The University of Positions for organizational units and employees must use their own experts, that in terms of knowledge and information as well as organizational citizenship behavior at a high level and employability of the best ways to use them in this post (such as interviews or educational courses). Among components of knowledge management, knowledge creation component higher correlation organizational citizenship behaviors desired. So it can be concluded that the University by creating conditions that could where knowledge and new content creation for employees, such as (specific courses or in-service training) we can help more than ever to create optimal organizational citizenship behavior. It is recommended that managers pay attention to the cooperation and coordination between members of the group and give a certain rating So that the interaction between staff and thus create a platform for knowledge transfer and exchange comments and lead innovation and generate new knowledge. The Department of Management at the University of continuous learning and updating their information on creating organizational changes in universities, should be considered. And in order to achieve the specific objectives of knowledge management rules.

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