

Studying New Views of Organizational Citizenship Behaviors on Knowledge Management in Executive Systems of Guilan Province, Iran

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Abstract

Studies show that knowledge management entry into the organization and organizational citizenship behavior (OCB), are two new phenomena that if managers do not pay enough attention to these factors it may lead to the loss of organization, The aim of this study is to Identify the extent and impact ratings of organizational citizenship behavior on knowledge management in Government Organizations .Main hypothesis studies is the relation between knowledge management and OCB and sub hypothesis study the relation between knowledge management and variables of OCB that inclusive 1.Altruisma 2.Conscientious 3.CivicVirtue 4.Sportsmanship 5.Courtesy.Research method In this study, is descriptive Statistical Society in this study is include all of employees of 10-governmental organizations in the city of Rasht, Guilan Province that is number 1724 persons and 315 of them were selected by using simple Systematic random from staff. After collection the information from questionnaires and study the relation between two variables, in significant level of data and critical value in 95 percent confident level, we conclude that the relation between knowledge management and OCB is significant.

Keywords: Knowledge Management, Organizational Citizenship Behavior, Altruism, Working Conscience, Civic Virtue, Sportsmanship Courtesy.

I. Introduction

In today's competitive business environment the main concerns and search of organizations is formed for their survival, development and pervasive advancement. The world around us is on a fast and unimaginable advancement and in this forerunner world it is up to nations and societies to control the speed of their understanding and interaction with the world around them, match their science and knowledge with knowledge of the day. If the society could move along with today's world then surely benefits from advantages of this advancement and if it could not accelerate then surely would be separated from other societies and remain in solitude. Considering this fact researchers and scholars in all scientific fields especially human sciences are trying to make the standards and structures of knowledge management functional so that societies would gain knowledge of the day which is considered a kind of strategic asset and add to theoretical and human sources [1-6].

In this regard, behavior is defined as a part of organization advancement factors and considering the done researches it could improve organizational performance. This research studies the role of organizational citizenship behavior on knowledge management so that the results of this research could

cause to find the factor of the better usage of knowledge management and making motivation for employees and that with their organizational citizenship behaviors could improve organizational performance.

1.1.Statement of the Problem

Nowadays knowledge management has become one of the main pillars of knowledge-based organizations' activities. These organizations by applying different knowledge management projects use their knowledge sources and intellectual assets effectively in order to reach key goals. The important point in this vastness is the multiplicity (human, technology, organization) and the complexity of organizational knowledge management projects which maybe largely is the result of complexity and invisibility of knowledge concept. Because of this applying knowledge management projects like many other management functional projects needs careful planning, step by step application, getting feedback and reform and completion of application process [7-9].

Smart reaction to knowledge sources is an important and effective factor in organizations' success. In this step we list the factors which indicate the importance of knowledge management very briefly.

For expressing the reasons of knowledge management importance we would consider these points:

1. Knowledge is the productive motor of income.
2. Knowledge is a strategic and important asset of the organization.
3. The increasing growth of jobs based on making and using the knowledge.
4. The convergence of information technology and communication and the emergence of new tools in this field.
5. Reducing of scientific-economic gap between rich and poor countries.
6. Making jobs, for example in 2002, 80 percent of practitioners were engaged in related posts to knowledge, service jobs of advanced organizations.
7. Producing considerable surplus value by applying knowledge management, but its lack in organization would have problems and difficulties like the following:

1. The lack of creativity and invention.
2. The lack of priority processing and different knowledge types usage.
3. The lack of foreign knowledge observation.
4. The lack of accepting new scholars.
5. Not using information systems management.
6. Hiding and politicizing of information.
7. Making crack in organization as a result of making gap between experts.
8. Hoarding knowledge instead of increasing it.
9. Ignorance of main fundamental cases of organization.
10. Limited usage of available knowledge.
11. Lack of documents about achieved experiences.
12. Inappropriate motivational system for knowledge distribution, its expansion and many other similar examples which have emphasized on the importance of knowledge management.

Organizations witness the environments that become more dynamic and challenging day by day. Change is the inseparable part of today's world; in other words the only stable part is change itself. Nowadays invisible and immaterial assets that are called knowledge are considered as an important and vital factor. In other words those organizations would be successful against changes and evolutions that could improve and develop their invisible and immaterial asset (knowledge). But there is a significant point here that reaching to knowledge and assets of organization's knowledge without cooperation and flexibility of employees would not be possible. Knowledge management is a coherent systematic process that uses a fine combination of information technology and human interaction to recognize, manage, and distribute the information assets of the organization; these assets including information bases, documents, policies, and approaches. In addition both explicit and implicit knowledge involves employees and uses diverse and vast methods for capture, storage, and distribution of knowledge within one organization. In this research knowledge management includes production, publication, distribution, and exchange of knowledge.

In today's dynamic working environments in which works mostly are done by group works and flexibility is a necessity; organizations need employees who have organizational citizenship behaviors like constructive claims about group work and organization, helping others in groups, volunteering for additional work activities, avoiding unnecessary confrontations, taking care of properties and assets of organization, respecting the soul of laws and provisions, and polite endurance of disturbances and inconveniences related to the work. The behaviors of organizational citizenship, behaviors which cause to preserve and improve psychological and social context do support work performance and knowledge management. (Bejani, 1388)

The most important advantages of studying the relation between knowledge management and organizational citizenship behaviors (OCB) including:

1. Studying the relation between knowledge management and organizational citizenship behaviors (OCB), facilitates group success.
2. Studying the relation between knowledge management and organizational citizenship behaviors (OCB), provides objective and meaningful feedback with customers.
3. Studying the relation between knowledge management and organizational citizenship behaviors (OCB), is the ultra-organizational and the level of ultra-organizational cooperation's.
4. Studying the relation between knowledge management and organizational citizenship behaviors (OCB), causes standards for making competitive advantage.

Navniz et al (2002) state that an average of 20 percent of organizational knowledge would be as explicit knowledge and 80 percent is as implicit knowledge. In addition that the main competitive advantage of organization is in implicit knowledge, the organizational citizenship behavior approach is the suitable tool in order to distribute and transform implicit knowledge in organization and in a sense it would support a constant competitive advantage for the organization.

Lin (2008) in his research showed that all aspects of organizational citizenship behavior have a Significance relation with organizational knowledge distribution.

In this research, aspects of organizational citizenship behavior by Podsakoff et al (1990) including: altruism, working conscience, sportsmanship, politeness, and social etiquette is used.

1.2.Theoretical principles of research

Organizational knowledge-making is a dynamic and constant interaction between implicit and explicit knowledge. This interaction forms with evolution and

completion of different methods of knowledge transformation. Socialization that commonly begins with creating the context of interaction facilitates the possibility of sharing and experience and individuals' subjective paradigms exchange. Adaptive knowledge causes the common subjective paradigms and technical expertise.

These knowledge contents are interacting in knowledge-making process. Therefore, the process of knowledge transformation as effective strategy in making integration and co-increment between personal and organizational knowledge which in a unique way have implicit and explicit nature is considerable. Understanding this process also requires cognition and understanding of levels and its different approaches so that the manner of implicit knowledge (personal) to explicit knowledge (organizational) transformation is portrayed [10-12]. Systematic knowledge is the final product of this knowledge transformation process. Finally, it is learning through practice which causes internalization and creates practical knowledge. Externalization by using metaphors and proverbs during dialogues or group thinking helps the members of the team to express their implicit knowledge which is hardly exchangeable and finally causes conceptual knowledge to appear. Combination which is resulted from new knowledge and existing knowledge of organization's other sections networking would crystalize knowledge in the form of a product, service, or new managerial systems. The concept of organizational citizenship behavior for the first time presented to the world of science by Bateman and Organ in early 1980's. The primary researches which were conducted in the field of organizational citizenship behavior were mainly for recognizing responsibilities or behaviors which employees had in the organization but most of the time were ignored. Although these behaviors measured incompletely in traditional evaluations of work performance or sometimes were ignored totally, but were influential in organizational effective improvement (Zare'e Matin, 1388).

On the other hand organizational citizenship behavior, increases employees and group works efficiency and communications, cooperation and help between employees; encourages team work; decreases the rate of mistakes; increases the participation and involvement of employees in organization issues and generally provides an appropriate organization.

Organ, considers employees organizational citizenship behavior as employees positive proceedings for improving efficiency and correlation and solidarity in working environment which is beyond organizational obligations. Organ believes that organizational citizenship behavior is a personal and voluntarily behavior that is not directly designed

by formal reward systems in the organization, but causes the gradation of effectiveness and proficiency of organizational performance.

This definition emphasizes on three main characteristics of citizen behavior: first, the behavior should be voluntary not a pre-defined duty and not as a part of formal obligations. Second this behavior has an organizational aspect and third, organizational citizenship behavior has multi-dimensional nature (Gholamhosseini et al, 1389) [13-14].

Organizational citizenship behavior by influencing on inter-organizational such as organizational atmosphere, morale improvement, increment of organizational commitment, job satisfaction, reducing reasons for leaving the job, reducing absence and destructive job behaviors and by influencing on the improvement of outer-organizational factors such as job satisfaction, quality of service, and customers loyalty would upgrade the quality of employees performance.

The key substance in Organ definition of organizational citizenship behavior is that such behavior would increase organizational influence. Different experimental studies which have been done in this field by approving mentioned subjects proposes different reasons that organizational citizenship behavior might be influential on organizational effectiveness.

Although still there is not a complete agreement on the aspects of organizational citizenship behavior but here we refer to two models which have been used more than other approaches by researchers. It should be noted though that recent studies tries to create a general view of OCB from different and separate aspects (Hoffman, 2007).

1.3. Netmire et al Model

Netmire et al (1997) divide organizational citizenship behaviors into four categories (Muchinsky, 2000): 1) Altruism 2) Working conscience 3) Forgiveness and devotion 4) Having pure and good intention.

According to Mire's definition altruism is related to voluntary help to specific people at work, in relation to an organizational duty or problem. For example helping a colleague who has been absent or proposing a suggestion for improving working conditions could be mentioned.

Working conscience refers to following obligations, laws and organizational procedures, timeliness, and low rate of absentee. Also, forgiveness and devotion mean avoiding complaint and expressing discontent in cheap issues, avoiding rumor, and not defining problems wrongly.

And finally having clean intention means responsible participation in political life of the organization and allowing it to maintain and success.

Although in this way personal goals may not fulfill very much. (Muchinsk, 2000)

It should be mentioned that people like Organ (1997) and Graham later on added politeness and courtesy to Mire's aspects and defined it in this way: caring in respecting others' rights. (Muchinsky, 2000)

1.4.Graham Model

Another model which studies the aspects of OCB is Graham model (1989). He also considers this behavior as having four sides. (Lock, 2005)

1. Inter-personal help: This focuses on helping others in doing works.
2. Personal passion: describes relation with others in working environment and in advancement direction whether individual or group.
3. Personal effort: This includes doing a specific job, equal or more than one's duty.
4. Increasing loyalty: This includes improving organization's image outside it.

Different researches show two main stimuli for OCB:

1. Employees' approach in working environment.
2. Personal and individual characteristics of employees.

In the following we will explain each of these two aspects:

Employees approach in working environment which is named as "situational stimuli" is rooted in organizational justice. Researches show that between perceived justice and equanimity by one person and the occurrence of organizational behaviors based on organizational citizenship there exist a positive and significance relation. Bu researches show that process justice (perceiving the existence of justice in reward distribution process in organization) more than distributive justice (perceiving justice in distributed reward) could result in OCB occurrence (Rezaeeian, 1382).

Another factor which is named as the stimuli of OCB is personal and individual characteristics of employees. As Jacks (2002) mentioned individual's personality is a decisive factor in the happening this behavior. For describing individuals personal characteristics Jacks used "Big Five" personality model and indicates that OCB has a direct relation with personal characteristics like affability, trustworthiness, affinity, punctuality, and order (Lock, 2005).

Also Tange and Ibrahim (1998) studied stimulants of OCB in America and Southeastern Asia. They chose 155 samples from America and 378 samples from Southeastern Asia and studied the relation of this kind of behavior with triplet needs of McKland (need to success, need to dependency, and need to power) and concluded that the need to success has a direct link with altruism. They also indicated that high stress in work has a direct link with complaint (Lance, Wheeler, 2001).

Also Husted in a research he did in 2001 on Chinese and American organizations concluded that in individualistic culture, when personal benefits are in danger the possibility of emerging behaviors which harm others is higher. But in a collectivist culture such harmful behavior occurs when group benefit and welfare are in danger; so he recognizes the relation between organizational culture and emergence or non-emergence of organizational citizenship behaviors (Markoczy, 2004).

After that, Organ (1998) introduced three other aspects for OCB that the first one includes politeness and propriety or feelings that avoid making issues and problems for colleagues, second one sportsmanlike spirit or tendency to enduring troubles and small and temporary personal inconveniences without fuss, objection or expressing it; and the third one is citizenship art that is constructive and responsible participation in the category of managing organization (Van Yperen, 1999).

Williams and Anderson have indicated OCB in two general aspects: individual OCB (OCB-I) and organization OCB (OCB-O). First one is related to behaviors in individuals and includes behaviors like helping those who are busy or new employees and also creating personal interest and considering other employees. But organization based OCB is related to working environment in a general form which includes considering norms, saving organizational sources and avoiding complaint and discontent at work (Ehrhart, 2004).

It seems that OCB is determined and chosen through job levels. Organizational citizenship behavior levels related to employees in computer and information technology informational systems is lower than levels of citizen behavior levels reported in other fields of company like computing and financial operations and technology employees care less about applying citizen behavior like avoiding job problems or show tendencies in participating in the process of political structure (Ghafari Cherati, 1387). Considering these points some of the fields that organizational citizenship behavior can help organizational success could be summarized as follows:

- liberating organizational sources that could be used for more productive intentions
- increasing the efficiency of management and employees
- reducing the need for specifying rare sources to duties which only have conservational aspect
- helping harmonizing activities both inside the organization and among work groups
- reinforcing the abilities of organizations for attracting and holding able employees
- increasing the stability of organizations' performance

- enabling the organization for more effective adaptation with environmental change (Gholamhosseini et al. 1389).

According to Cumbs and Hall, activities of knowledge management are categorized under these three titles: Knowledge processing, aspects of knowledge, and observing mores and manners of knowledge.

Welims and Buekratz indicated that knowledge management is the fund based on knowledge and recognized it as the process of influencing and explaining workmanship and proficiency of employees which is supported by information technology.

Beth's definition of knowledge management: "knowledge management is the process of creating knowledge, record, categorize, distribution, and using the knowledge."

The proposed definition by efficiency and quality center of US: "strategies and procedures of recognizing, capturing, and influencing knowledge." Although there exists different definitions but all agree that knowledge management as the process of influencing knowledge and as the tool of reaching to creativity in process and service products, effective decision making, and organizational adaption with the market. Maybe if we link knowledge management with organizational knowledge management system, definitions would present a more complete perception of that. Organizational knowledge management system is as a system that increases organizational learning through facilitating knowledge (implicit and explicit), exchange and sharing.

Generally speaking there are two approaches in knowledge management:

1. Focused approach of knowledge management and learning;
2. Un-focused approach of knowledge management (Yahna & Goh, 2002).

Considering the theoretical framework, present literature, background, and hypotheses of research; analytical or conceptual model is depicted like figure.1.

1.5.The Definition of Organizational Citizenship Behavior (OCB)

The behavior which is beyond prescribed job roles and is not directly or explicitly recognized by formal reward system and collectively improves the effective performance of organization (Chiu Su-Fen et al, 2005).

The operational definition of organizational citizenship behavior includes the presence of altruism, working conscience, courtesy and veneration, sportsmanship and civic virtue in the organization.

1.5.1.Altruism

Theoretical definition: Is related to helping other organization members in connection to related problems and duties, like those employees who help newcomer or low skill individuals (Vares et al, 1388).

Operational definition: Altruism refers to helping newcomer colleagues or absentees, busy individuals or voluntarily helping colleagues' problems.

1.5.2.Working Conscience

Theoretical definition: Means optional behaviors which go beyond the least requisites of the role, like the person who stays longer than ordinary work hours or the employee who doesn't expand much time for relaxation (Vares et al, 1388).

Operational definition: This variable includes behaviors like profitable usage of time in working hours or beyond standards or following laws and obligations even when they are not visible.

1.5.3.Courtesy and Veneration

Theoretical definition: Is related to employees' efforts in order to avoid stresses and working problems in relation to others (Vares et al, 1388).

Operational definition: Courtesy and veneration includes behaviors that in them employee avoids causing problem and spoiling rights of colleagues and tries to reduce stresses and worries.

1.5.4.Sportsmanship and Forgiveness

Theoretical definition: Showing endurance and forgiveness in awkward circumstance of organization without complaint (Vares et al, 1388).

Operational definition: This variable includes behaviors like having patience and endurance during the emergence of problems or positive thinking of employees.

1.5.5.Civic Virtue

Theoretical definition: Are the tendency to participate and taking responsibility in organizational life and also presenting an appropriate picture of organization (Vares et al, 1388).

Operational definition: Refers to behaviors that in them employees do not avoid efforts like participating in unnecessary sessions, reading manifestations and circulars or helpful proceedings in order to create a better picture of the organization.

1.6.Knowledge Management

Theoretical definition: The concept of knowledge management is that information transforms into applicable knowledge, so that this knowledge is easily available and usable for others (Biranod & Amiri, 1387).

Operational definition: This factor includes gaining knowledge, expanding it and making it available with

regarding possibilities and also attempting to learn more in working environment in 5 sections: recognizing, gain, development, sharing, preservation, and application.

1.6.1.Variables Related to Knowledge Management

What could be deduced from Organ’s factors (1998) is as follows:

1. Recognizing knowledge: Studying organization’s data.
2. Gaining knowledge: Gaining knowledge from recognized internal and foreign markets like customers’ knowledge, production, colleagues, competitors, etc. also specifying abilities that could be bought and used from outside of organization.
3. Expanding knowledge: Expanding organization’s knowledge by considering available basis including: expanding abilities, product, new ideas, procedures, and related issues.
4. Sharing knowledge: Issues like sharing available knowledge, transforming it to appropriate and necessary place, and the state of knowledge transformation so that it could be available in organization and the state of transforming individual knowledge to the level of group knowledge and finally the level of organizational knowledge is considered.
5. Application of knowledge: Certainty of beneficial use of knowledge in organization, studying obstacles on the way of beneficial use of knowledge and resolving it for practical usage in presenting service and knowledge.
6. Knowledge preservation: Storage, preservation, and updating knowledge.

II. Methods

The society of this research was the experts of state organizations in headquarters in Guilan province (Rasht). In order to do this in first phase 10 organizations were chosen by accidental sample system. That the number of these organizations’ experts according to the statistics of human sources bureau and office evolution of governor general is 1724 people. The reason of choosing state bureaus in this research is the stability and job safety of the experts and considering the document of five year development perspective it seems that it is the most suitable evaluation society in the fields of political, cultural, economic, and social activities. Then in this research two kinds of information are used; primary information that is resulted by questionnaire and interviewing employees and secondary information which for getting them the newest articles and related books and also available scientific sources on the internet are used and has continued during the research. By using sampling table of Kerjesse and Morgan, the appropriate sample bulk for statistical

society was 315. For increasing certainty 350 was chose as sample bulk. Sampling was done by relative categorization and in each level respondents were accidentally chosen. The data gathered by structured questionnaire that it’s durability by considering Cronbach Alpha (for independent variable questions: 0.872 and for dependent variable questions: 0.932) has a good durability. (It is said that if Alpha’s coefficient is more than 0.7, then the examination has an acceptable durability.) All items for measuring organizational citizenship behaviors on knowledge management were performed by Likert’s 5-item range that was between “1= totally disagree” to “5= totally agree”. This research was done by using frequency distribution tables, measuring central determining parameters, dispersal of statistical society, using other methods for information analysis, testing hypotheses like through Speerman co-relation coefficient, SPSS exam, statistical techniques like Friedman and other statistical methods according to views of respected instructors.

For preparing this research’s model the index of knowledge management which includes following variables is used:

1. Recognizing knowledge
 2. Gaining knowledge
 3. Knowledge expansion
 4. Sharing knowledge
 5. Knowledge application
 6. Knowledge preservation
- And also Organ’s indexes (1998) (Gholamhosseini et al, 1389) for organizational citizenship behaviors which include the following is used:
1. Altruism
 2. Working conscience
 3. Courtesy and veneration
 4. Sportsmanship and forgiveness
 5. Civic virtue (Social mores) (Vares et al, 1388).

Figure 1.1 Conceptual Model of Research



1.7. Research Hypotheses

This research has a main hypothesis and five minor hypotheses, including:

A) Main Research Hypothesis:

Between organizational citizenship behaviors (independent variable) and knowledge management (dependent variable) exists a significance relation.

B) Minor research hypotheses:

1. Between working conscience and knowledge management exist a significance relation.
2. Between sportsmanship and knowledge management exist a significance relation.

3. Between civic virtue (social mores) and knowledge management exist a significance relation.

4. Between courtesy and knowledge management exist a significance relation.

III. Results and Analysis

In this research in order to describe data descriptive statistics (variance and mean) and for data analysis and testing research hypotheses illative statistics and regression for studying the effect of independent variable on dependent variable and their ranking has been used.

Table 1.1 Central Indexes and Dispersal of Variables

Knowledge Management	Organizational Citizenship Behavior	Working Conscience	Sportsmanship	Civic Virtue	Courtesy & Respect	Altruism	
315	315	315	315	315	315	315	Sample Bulk
140,20	73,47	14,15	9,70	11,29	16,75	21,58	Mean
142,00	74,00	14,00	10,000	12,00	17,00	22,00	Middle
153	74	14	9	12	20	25	Mode
27,321	9,980	2,878	3,038	2,547	3,193	3,510	Standard Deviation
0,093	-0,643	-0,014	-0,246	-0,343	-0,883	-0,988	Skewness
-0,062	0,410	-0,036	-0,423	-0,669	0,100	0,298	Tautness
130	55	14	12	11	13	15	Amplitude

Considering table 1.1 it resulted that knowledge management variable have the mean of 140, 20. It means the respondents have evaluated this index in the organization on the average level. Also organizational citizenship behavior variable have the mean of 73, 47 which shows this index in the organization is evaluated on a high level. Altruism variable has the mean of 21, 58 which means the respondents have evaluated this index in the organization on high level. Also sportsmanship index with mean of 9, 70 on average level and working conscience index with 14, 15 mean, courtesy indexes with 16, 75 mean and civic virtue indexes with 11, 29 mean have been evaluated on high level. In this table the dispersal indexes related to each of indexes have been shown.

Awareness of data distribution has an essential priority. For this reason, in this research the reliable examination of Kelmogrof-Smironof for studying the assumption of normality of research data has been used. This exam is applied for taking necessary

justification for using Pierson correlation coefficient on independent and dependent variables in order to prove the normality of the data. In this research with regard to these following hypotheses the normality of the data has been tested.

In Kelmogrof-Smironof exam the studied hypotheses are defined as following:

- H_0 : Observations follow normal distribution
- H_1 : Observations does not follow normal distribution

So by considering table 2.1 that the significance level related to all variables is lower than 0, 05; the assumption of data observation normality (zero assumption) is denied. Later on by considering that observations do not follow normal distribution, non-parametrical methods (Speerman correlation coefficient) for analysis and study of observations is used.

Table 2.1 Data Distribution Exam (Kelmogrof-Smironof)

Characteristics Of Normal Distribution	X5 Altruism	X4 Courtesy	X3 Civic Virtue	X2 Sportsmanship and Forgiveness	X1 Working Conscience	X Organizational Behavior	Y Knowledge Management
Valid Sample Bulk	315	315	315	315	315	315	315
Normal Distribution Parameters	Mean	21, 58	16, 75	11, 29	9, 70	14, 15	73, 47
	Standard Deviance	3, 501	3, 193	2, 547	3, 038	2, 878	9, 980
Kelmogrof-Smironof Statistics	2, 975	2, 739	2, 600	2, 021	2, 037	1, 838	1, 162
Significance Level	0,000	0,000	0,000	0,001	0,000	0,002	0,137

While studying the relation between components of independent and dependent variables for determining the rate of connection of two studied variables of research, correlation criteria could measure the linear link of two variables. Zero assumption in this exam supposes that correlation does not exist. Correlation ranking coefficient is shown with r_s . Measuring correlation ranking coefficient for external bigeminal data (x_i, y_i) for $i = 1, 2, \dots, k$ is like this: first we rank each X according to their quantity and do the same for Ys. Then we measure the residuum between ranks of each pair which we show with d_i . In next level, we calculate the square of ds and finally by using this formula we will calculate correlation ranking coefficient (Azar, 1379).

$$r_s = 1 - \frac{6 \sum_{i=1}^k d_i^2}{n(n^2 - 1)}$$

For zero assumption exam, the assumption which supposes x and y variables do not have correlation with each other and accidentally these pairs are gathered, there is no need to any specific assumption about sampled society. For large quantities of sample ($n > 10$) of r_s distribution could be approximately measured with normal distribution. In this way the statistics of the exam is measured by following formula.

$$Z = r_s \sqrt{n - 1}$$

Speierman Ranking Correlation Exam

In order to study the influence of serving place on the relation between knowledge management and organizational citizenship behavior variables assumption exams related to correlation is done separately in these two groups.

Table 3.1 Speerman Ranking Correlation

Variables	Error Level	Significance Level	Correlation Coefficient	Hypothesis Confirmation
Organizational Citizenship Behavior and Knowledge Management	0,05	0,000	0,427	Confirm (Significance Correlation)
Working Conscience and Knowledge Management	0,05	0,000	0,518	Confirm (Significance Correlation)
Sportsmanship and Forgiveness and Knowledge Management	0,05	0,000	0,143	Confirm (Significance Correlation)
Civic Virtue and Knowledge Management	0,05	0,000	0,245	Confirm (Significance Correlation)
Courtesy and Knowledge Management	0,05	0,000	0,345	Confirm (Significance Correlation)
Altruism and Knowledge Management	0,05	0,000	0,268	Confirm (Significance Correlation)

IV. Conclusions

As it is shown in Spearman correlation ranking table, the following results could be mentioned.

The Result of Main Hypothesis of Staff Considering the analysis of main hypothesis it could be claimed (with 95 percent certainty) that there is a Significance relation between organizational citizenship behavior and knowledge management in sections of state organizations staff and the intensity of these variables respectively is 42/7 percent. So H_0 hypothesis is denied and main hypothesis of research is confirmed.

The Results of Minor Hypotheses' Exam in Staff Sections

The Result of First Minor Hypothesis

Considering the analysis of first minor hypothesis it could be claimed with 99 percent certainty that there is a Significance relation between altruism and knowledge management in staff unit of state organizations and correlation intensity of these variables is 51/8 percent. So H_0 hypothesis is denied and first minor hypothesis of research is confirmed.

The Result of Second Minor Hypothesis

Considering the analysis of second minor hypothesis it could be claimed with 95 percent certainty that there is a Significance relation between sportsmanship and knowledge management in staff unit of state organizations and correlation intensity of these variables is 14/3 percent. So H_0 hypothesis is denied and second minor hypothesis of research is confirmed.

The Result of Third Minor Hypothesis

Considering the analysis of third minor hypothesis it could be claimed with 99 percent certainty that there is a Significance relation between working conscience and knowledge management in staff unit of state organizations and correlation intensity of these variables is 24/5 percent. So H_0 hypothesis is denied and third minor hypothesis of research is confirmed.

The Result of Fourth Minor Hypothesis

Considering the analysis of fourth minor hypothesis it could be claimed with 99 percent certainty that there is a Significance relation between courtesy and knowledge management in staff unit of state organizations and correlation intensity of these variables is 34/5 percent. So H_0 hypothesis is denied and fourth minor hypothesis of research is confirmed.

The Result of Fifth Minor Hypothesis

Considering the analysis of fifth minor hypothesis it could be claimed with 99 percent certainty that there is a Significance relation between civic virtue and knowledge management in staff unit of state organizations and correlation intensity of these variables is 26/8 percent. So H_0 hypothesis is denied and fifth minor hypothesis of research is confirmed.

Ranking According to Friedman Exam

Friedman exam is used when statistical data are at least sequential and it could be possible to organize them by sequential concept in two-sided ranking. With the help of this exam it would be possible to rank available variables in research.

The statistics of Friedman exam X^2 is defined as follows.

$$X^2 = \frac{12}{nk(k+1)} \sum_{j=1}^k R_j^2 - 3n(k+1)$$

In which:

n= The number of items or respondents.

K= The number of variables which are ranked.

R= The sum total of given ranks to variables by respondents.

So for priority processing of effective variables in organizational citizenship behavior and effective factors in knowledge management in staff groups we use Friedman exam. So that the variable which have the highest ranking mean is on first priority and vice versa. Considering the output of SPSS of Friedman exam, after arranging ranking means of independent variables we would have this arrangement:

Ranking the Effects of Variables

4.1) Priority Processing of Organizational Citizenship Behaviors from Staff Employees View

Index	Error Level	Significance Level	Friedman Exam Statistics	Hypothesis Confirmation
Organizational Citizenship Behavior	0,05	0,000	1025,699	Confirmed (Inequality of Indexes Affection Rate)

5.1) Priority Processing of Organizational Citizenship Behavior Variables from Employees Staff View

Priority	Ranking Mean	Variables
2	4,01	Recognizing Knowledge
4	3,77	Gaining Knowledge
5	2,55	Developing Knowledge
1	5,79	Distributing Knowledge

6	1,07	Knowledge Preservation
3	3,93	Knowledge Application

Hypothesis: There is a significant difference between influence priorities of different variables in knowledge management index from staff employees view.

H0: There is no significant difference between rankings mean in different variables of knowledge management for staff employees.

H1: There is a significant difference between rankings mean in different variables of knowledge management for staff employees.

Considering the table above it is concluded that the application variable in staff with ranking mean of knowledge distribution 5, 79 have the highest importance and knowledge preservation with ranking mean of 1, 07 have the lowest importance from respondents' view.

V. Acknowledgements

Considering the confirmation of the relation of organizational citizenship behavior and knowledge management it seems knowledge management is one of the issues that should be considered by managers of state organizations. Based on this our suggestion to managers is that both in individual and organizational level make more efforts for the improvement of knowledge management.

Altruism: Altruism refers to profitable and beneficial behaviors like creating sincerity, sympathy, and compassion among colleagues; which either directly or indirectly helps the employees who have job problems. Considering the confirmation of connection between altruism and knowledge management among employees and based on the same data, it is suggested that employees be encouraged to have earnest relations with their colleagues and help them solve their job related problems when they are in need of help. Management by putting integrated system in order to encourage employees to help other colleagues who are busier, would help. Or educations and experiences are available for newcomer or low skill employees. Using beneficial encouragements for persuading colleagues for extoling altruism is also suggested, also creating knowledge clubs in state organizations that could be a place of gathering, organization, and publication of knowledge. These clubs might be physical or virtual. The aim of creating these clubs is to prepare, preserve, and updating knowledge and making them available for other colleagues. These clubs are the arteries of knowledge and all knowledge currents move through them. The advantage of these clubs in addition to integration and solidarity of organization knowledge prevents many re-doings especially in gaining knowledge. Knowledge clubs

include this matter that the necessary knowledge in where and how could be found. Classifying different types of knowledge in order to accelerate a more efficient accessibility is also of knowledge clubs duties.

Sportsmanship: Sportsmanship and forgiveness are of other variables from this research that have relation to knowledge management. Sportsmanship is showing endurance and forgiveness in un-ideal circumstance of organization without complaining and refers to patience against undesired and unfavorable situations, without complaint, dissatisfaction, and blaming. Employees and managers should have sportsmanship morale in the organization. In order to do this, whilst reinforcing positive thinking in individuals it should be tried that problems not to be exaggerated and instead of complaining about organization's situation, guidelines for exit from present problems should be followed. Making informal sessions among managers and employees in order to encourage this ultra-duty behavior and if possible sharing past beneficial experiences in this field could help reinforcing sportsmanship in the organization.

Working Conscience: The relation between working conscience and knowledge management was also proved in fourth chapter of this research. Working conscience means optional behaviors that go beyond the least necessities of the role, like the person who stays more than ordinary time at work or the employee who does not spend much time for relax and also it refers to behaviors when organization members perform specific behaviors and act beyond the least level of necessary duty for doing that job. In other words employees in worst conditions and even in sickness and disability continue working which shows their high loyalty. In order to reinforce working conscience individuals should be encouraged to follow organizational obligations; so that without supervising institutions do their job perfectly and in this process welcome the challenging quality of jobs, seriousness in doing activities, and performing before due date of duties. Bedding working conscience needs a culture based on common values. Working conscience develops and expands in an environment in which common values and approaches have emerged among employees about voluntary following of employees of obligations and laws, tolerance of everyday problems and difficulties, and loyalty to the organization. It means that working conscience reminds as a culture and pattern.

Politeness: politeness and courtesy means employees efforts to avoid stresses and working problems in relation to others. This variable

expresses the individuals' behavior with colleagues, supervisors, and addresses of the organization. To improve this situation it is suggested that necessary educations be made available for employees so that they would not blame each other and not to backbite each other. Not to misuse their position; if they have position or power in the organization and not no hurt personal mutual relations by using illegal and unlawful ways.

Civic Virtue: This variable is the tendency to participate and taking responsibility in organizational life and also presenting a good picture of the organization which includes some behaviors like presence in additional activities when it is not necessary, supporting the proposed developments and changes by organization managers and the tendency to study books, magazines and increasing general information, caring about poster installation and information in organization for others awareness. In addition to mentioned items above civic virtue refers to this matter that each employee not only should be aware of everyday discussions of the organization but also should comment on them and have an active participation in solving them. Of social mores employees and managers should be encouraged to active participation in organization sessions for presenting constructive suggestions and to present a positive picture of the organization by making contacts outside the organization with individuals and caused reputation and notability of the organization. Considering the effective and appropriate reward systems by the organization would be very influential in forming good citizens. According to this most of the organizations for encouraging civic virtue behavior give annual rewards to those employees who to some extent have tendency to perform behaviors beyond their roles, not those individuals who only possess positive individual characteristics.

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