Examining the Relationship of Organizational Citizenship Behavior and sharing the knowledge

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Abstract

Different studies shows that the personality features like the kind of friendship, consistency and conscientiousness have been very effective on the sharing of knowledge that these features are the dimensions of organizational citizenship behavior. Therefore, this study aims to predict knowledge sharing on organizational citizenship behavior, as well. This research from the rate and control degree and the way of collecting and ability to expand data, its survey and from the purpose of the survey is descriptive. The population in this research consist of social organization, personnel management are the Lorestan province. This organization has 522 personnel that with notice to of research, staff only 232 of whom had bachelor or higher degree. The population built this research that with using from Morghan chart, a sample size of 148 was determined. Sample members were selected through random sampling. For collecting the data, standard questionnaire of questions, shared knowledge based on concepts (Vandef haf and Vanvinin) and the standard questionnaire of 12 question organizational citizenship behavior (Nitmir), has been used. Validity and content validity assessment and revised and some professors and experts in the field confirmed and to calculate the pre-test and from questionnaire test and Kronbakh s Alpa coefficient was used. For data analysis SPSS software Pearson correlation and multiple Regression test was used. These results were obtained from the analysis: between organizational citizenship behavior positive and direct relationship with knowledge sharing. Also, between a combination of organizational citizenship behavior positive and direct relationship with knowledge sharing. Also, between a combination of organizational citizenship behavior (magnanimity, citizenship behavior, conscientiousness and altruism) with knowledge donation and with collecting knowledge and significant multiple correlation.

Keywords:
knowledge sharing, organizational citizen’s behavior, donation knowledge, collecting the knowledge

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INTRODUCTION

Nowadays, many organizations have included that knowledge of intangible resources in order to promote and maintain competitive advantage. Experts expressed the importance of knowledge as intellectual capital of the organizations and its management, they believe that there is this intellectual capital, organizational members should share their knowledge with their colleagues.

In this relation, to convince the people to transfer their knowledge to other colleagues, and how to correct these transitions are very important. Behaviors should be raised and supported by the people and recognized that in order to facilitate knowledge are sharing among individuals and organizations. Organizations seek to employ staff beyond the mandate and role of job descriptions act. Behavior of those employees over and above the requirements of their official duties, working toward the goals of the organizations as organizational citizenship behavior is discussed. (Danayi fard and another, pages 64 and 65).

Organizational citizen’s behavior outside of the job, in the 20 years has been regarded as a popular research (Abu Elalin, 2010, P. 171). Research has shown that organizational effectiveness when employees voluntarily to engage in activities beyond their role increases such actions are known as organizational citizenship behavior, activities such as helping colleagues or work over time voluntarily, are examples of organizational citizenship behavior. (Duffy, Lilly, 2013, p.186). Organizational citizenship behavior as direction behavior of individual,
directly or explicitly recognized by the formal system does not reward, and in totally, causes of action will be effective. Organizational citizenship behavior can be a critical factor for the success of an organization or a group, because all the business activities needed for the success of an organization cannot be predicted job description (Abu Elanain, 2010, P.171). From another hand, different types of behavior have been identified during the analysis of organizational citizenship behavior. These behaviors include professional social behavior, organizational behavior are Meta functions. The common goal of these studies, explain individual behavior, which is thought to be involved in the long-term success in the past were often neglected when evaluating employee performance. (Barroso, Castro & et al, 2004, P.28). According to the above this study investigated the relationship between organizational citizenship behavior and knowledge sharing in the management of social security Lorestan province.

Theoretical research:
1. Organizational citizenship behavior (OCB)
   In recent decades, organizational citizenship behavior has become an important topic in psychology and management and has attracted more attention. (Foote, Tang, 2008, P.934). Organ (1998) OCB as a kind of organization explain behavior that directly by the formal reward system is not known and aims to promote the effective functioning of the organizations, each employee s productivity is regardless of the personal goals. (Kagaarai&Munene, 2007, P.708)
   Netmir and others divide OCB in to 4 groups.
   1. Sportsmanship (SP): fairness in the workplace, employees can be good when conditions are less than desirable, do not complain to the manager and see positive aspects of the work, the problem can be defined. (Barroso, Castro & et al, 2004, P.30)
   2. Civil behavior (CV): civil behavior can be explained by behavior which demonstrates respect to participation in collective life (Jung Hong, 2008, P.795). With sample of example duties that the secretary must do that but do this work benefit to organization. (Barroso Castro & et al, P.30). Like: subsidiaries that are not required to attend meetings, but it can be done to help organizations (Dimitriades, 2007, P.473).
   3. Conscientiousness (CO): conscientious is organized by behavior beyond the requirements set out in the workplace. (Kim, 2006, P.725)
   For example, over time to benefit the organizations (Barroso Castro & et al, 2004, P.30)
   4. Humanism (AL): partners are helping to fulfill their obligations, altruism, and conscience by some of the authors have a group instead of as they are learned behaviors help. (Barroso Castro & et al, 2004, P.30). In fact, altruism involves typing to avoid creating problems in the work of others. (Tolak, Koc, 2007, P.582).
   As an example to help to new employees or employees who volunteer to work with fewer skills (Dimitriades, 2007, P.473).

These behaviors based on organ (1988) OCB were classified, based on this definition, employees who show such behaviors consider as a good soldier for the organization. (Barroso Castro & et al, 2004, P.30).

2. Knowledge sharing (KSH):
   The term knowledge sharing means sharing knowledge with others that it would be very helpful for the organization. Knowledge creation means creating something new that should be useful for organizational success. Process sharing and knowledge creation are linked. Knowledge sharing tool to share the knowledge with others, others will see each other’s experiences. And this new knowledge is created, and the process has no end. (Abbas & et al, 2013, P406).
   Lin and et al (2009), knowledge sharing, knowledge sharing was defined as a culture of social interaction, involving the exchange of knowledge, experience, and skills of the parts or the whole organization (Abbas & et al, 2013, P.406). In other words, knowledge sharing by employees when they are forming their knowledge to others who volunteer and donate and forward to collect the requires knowledge from others. Vandelhaf and Vanvinin between the two forms of knowledge, means knowledge donating and collecting knowledge are distinguished:
   1. Donation of knowledge (KD): means of communication for the transmission of knowledge and intellectual capital to their.
   2. Knowledge collecting (KC): means of communication, access to knowledge and sharing their intellectual capital. (Van Den Hoo&Van Weenen, 2004, 14)

Sharing knowledge and experiences acquired skills to other parts of the organization voluntarily release. With that knowledge at three levels: individual, group, organization is available. At an individual level to sharing knowledge is important because of the knowledge-based organization formed. Personal knowledge of the availability and use by the others in the organization will not affect. (Danayi fard and others, 1390, pages 67 and 68).

Background research:
Danayi fard and others (2011), in research to enhance knowledge sharing in the light of contemplative on organizational citizenship behavior (case study: department of housing and urban development and ministry of
roads and transportation) showed that except between organizational citizenship behavior and its dimensions (fairness) and knowledge sharing at 99% confidence level, there is a positive correlation.

The results of Regression showed that the independent variable (organizational citizenship behavior) 4.18% predicted variance of knowledge sharing. There was also a significant difference between the two ministries in terms of organizational citizenship behavior, and there is no knowledge sharing. (Danayi fard and others, 2011, page 63).

Asghari and others (2011), research in the name of social capital in facilitating knowledge management practices, the statistical society of Iranian oil products distribution company, its directors and experts formed as concluding that the dimensions of social capital has a significant impact on facilitating knowledge management practices. (Asghari and others, 2011, page 165)

SHOW and CHAN (2008) called for research on social networks, social trust and shared goals in organizational knowledge sharing, the director of 190 companies conducted Hong Kong. The aim of the present study was to develop further understanding of social capital in knowledge sharing organization. For the first time, the development of tools to measure and then a theoretical framework in which three social capital factors (social network, social trust and shared goals) combined with the theory of rational action. And then the relationship was examined using confirmatory factor analysis. The results showed that social network and shared goals significantly contributed to a person’s willingness are effectively to share knowledge, but social trust no direct effect on the attitude and subjective norm to share knowledge revealed. (Chown, Chawn, 2008, P.458).

Sohang and Lim (2013) called for research on internal and external factors: experimental study on organizational knowledge sharing, show that: this study showed that young employees average degree of extrinsic rewards as a gift in the form of money, an official certificate of recognition, promotion and the company is guided trips. Senior staff by the intrinsic factors such as rewards, recognition, responsibility and expertise in a particular domain of knowledge leads. Senior staff felt that contribute and share knowledge is their responsibility. (Siew Hoong, 2013, P.501-505)

Research theories:

H1: There is a significant relationship between organizational citizenship behavior and knowledge sharing.

H2: international dimensions of organizational citizenship behavior, there is a significant correlation between the components of knowledge sharing.

H3: there is multiple and significant relationship between organizational citizenship behaviors by donating school.

H4: there is multiple and significant relationship between organizational citizenship behavior and knowledge gathered.

Society, sample and sampling:

The population of this province’s social organization, personnel management, both women and men, and every combination of age and gender form. The agency has 522 employees, according to the study, only 232 of whom were employee’s bachelor and above. The population included in this study, using a sample size of 148 was determined by Morgan.

Methodology and data collection methods:

In this study, the degree of control and the ability to extend the methods of collecting data, survey and description of the target is known. In this study, to complete the research literature and theoretical foundations of library and collect the needed information from the population, the survey method used. A questionnaire was used for gathering data that is collected issued depending on the type of attitudes based on Likert scale (item6) is set. Standard questionnaire of 14 questions, share knowledge, based on concepts (Vandefhaf and Vanvinen) and the standard questionnaire of 12 questions organizational citizenship behavior (Nit Mir), has been used. Dimensions and indicators in the questionnaire are shown in chart 1 and 2


<table>
<thead>
<tr>
<th>Indexes</th>
<th>dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Express complaints and problems to the manager directly about minor issues, tend to show more details of what the issues are more focused on the positive aspects than negative aspects of working conditions.</td>
<td>SP</td>
</tr>
<tr>
<td>Non-mandated activities that will help to improve the external image, individual development with organizational development, to comment on things that are useful to the organization</td>
<td>CV</td>
</tr>
<tr>
<td>Conscientious adherence to the procedures and regulations of the organization, helping employees voluntarily tasks earlier than the stipulated time.</td>
<td>CO</td>
</tr>
<tr>
<td>Respond quickly to requests for information and reports, forward transfer of skills to other staff, assist other staff.</td>
<td>AL</td>
</tr>
</tbody>
</table>
Picture 2: Dimensions of knowledge sharing and indicators resource (van Den Hoff & van weenen, 2004, 17)

<table>
<thead>
<tr>
<th>Indexes</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>New skills to share their work with colleagues and vice versa</td>
<td>SD</td>
</tr>
<tr>
<td>Sharing information with colleagues and vice versa</td>
<td>KD</td>
</tr>
<tr>
<td>Sharing knowledge with my colleagues in my department in a cultural thing</td>
<td>KD</td>
</tr>
<tr>
<td>Sharing knowledge with my colleagues outside of my department is a cultural thing</td>
<td>KD</td>
</tr>
<tr>
<td>If you wish to apply business skills partners and vice versa</td>
<td>KC</td>
</tr>
<tr>
<td>If you wish to request information, work colleagues, and vice versa</td>
<td>KC</td>
</tr>
<tr>
<td>Apply knowledge and skills related to the organization and vice versa</td>
<td>KC</td>
</tr>
<tr>
<td>Apply knowledge related work organization and vice versa</td>
<td>KC</td>
</tr>
</tbody>
</table>

Validity and reliability study

In order to achieve accurate and appropriate data, the method of data collection is sufficient validity and reliability. Face and content validity of the questionnaires were reviewed and some professors and experts in the field confirmed. For accessing the reliability of the questionnaire pre-testing and Cronbach’s Alpha coefficient was used to test. Cronbach’s Alpha coefficient organizational citizenship behavior 0.844, and knowledge sharing coefficient Alpha 0.802, respectively. Showing that there is stability and internal consistency of the questionnaires. That stability and is the internal consistency of the questionnaire. Average, standard deviation of Cronbach’s Alpha coefficients of the variables are in chart 3.

Point 1: In this study, the Likert scale (item 6) is used, the options are very high (6), high (5), moderately high (4), relatively low (3), low (2) and very low (1) scores were assigned, that the mean range used (5/3), respectively.

Picture 3: Mean standard deviation and coefficient alpha variables

<table>
<thead>
<tr>
<th>Cronbach’s alpha coefficient</th>
<th>Standard deviation</th>
<th>average</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.721</td>
<td>1/49324</td>
<td>3/9938</td>
<td>SP</td>
</tr>
<tr>
<td>0.769</td>
<td>1/01081</td>
<td>3/8333</td>
<td>CV</td>
</tr>
<tr>
<td>0.754</td>
<td>1/48061</td>
<td>3/9815</td>
<td>CO</td>
</tr>
<tr>
<td>0.747</td>
<td>1/09093</td>
<td>4/2407</td>
<td>AL</td>
</tr>
<tr>
<td>0.831</td>
<td>1/25996</td>
<td>2/7346</td>
<td>KD</td>
</tr>
<tr>
<td>0.726</td>
<td>1/31008</td>
<td>3/3395</td>
<td>KC</td>
</tr>
</tbody>
</table>

\[ \mu < 3.5 \]

Description of data:

This study aimed to describe the demographic variables, parameters, work experience, gender, level of education, type of employment and age group were studied. In figure 4 the frequency, and the frequency of demographic variables are presented separately:

Picture 4: Demographic information

<table>
<thead>
<tr>
<th>Percent</th>
<th>Abundance</th>
<th>Category</th>
<th>Parameter</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>148</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>36/49</td>
<td>54</td>
<td>0 to 10</td>
<td>Work experience</td>
</tr>
<tr>
<td>34/46</td>
<td>51</td>
<td>11 to 20</td>
<td></td>
</tr>
<tr>
<td>29/05</td>
<td>43</td>
<td>21 to 30</td>
<td></td>
</tr>
<tr>
<td>56/08</td>
<td>83</td>
<td>male</td>
<td>Gender</td>
</tr>
<tr>
<td>43/92</td>
<td>65</td>
<td>Woman</td>
<td>education</td>
</tr>
<tr>
<td>8/10</td>
<td>12</td>
<td>Ph.D</td>
<td></td>
</tr>
<tr>
<td>1/35</td>
<td>2</td>
<td>Post graduate</td>
<td></td>
</tr>
<tr>
<td>95/55</td>
<td>134</td>
<td>Bachelor</td>
<td>Employment type</td>
</tr>
<tr>
<td>73/64</td>
<td>109</td>
<td>Official</td>
<td></td>
</tr>
<tr>
<td>5/41</td>
<td>8</td>
<td>Testable</td>
<td></td>
</tr>
<tr>
<td>6/76</td>
<td>10</td>
<td>Contractual</td>
<td></td>
</tr>
<tr>
<td>14/19</td>
<td>21</td>
<td>Bespoke</td>
<td></td>
</tr>
<tr>
<td>14/86</td>
<td>22</td>
<td>Bespoke</td>
<td></td>
</tr>
<tr>
<td>68/24</td>
<td>101</td>
<td>40-31</td>
<td>Age group</td>
</tr>
<tr>
<td>16/09</td>
<td>25</td>
<td>Higher than 40</td>
<td></td>
</tr>
</tbody>
</table>

Data analysis:

H1: There is a significant relationship between organizational citizenship behavior and knowledge sharing.

Point 2: For the first and second hypotheses, where the significance level is less than (0.01), the null hypothesis (H0: p = 0) at the level of 0.99 is rejected (Rejecting the null hypothesis means that there is a significant relationship between organizational citizenship behavior and knowledge sharing). If there is no sufficient evidence to reject the null hypothesis, this relation is not a concept.
As the results of figure 5 shows the correlation between organizational citizenship behavior and knowledge sharing 0.419/0 and the value of the significance level of the test is to 0.000/0, and the significance level is less than (0.05), the null hypothesis at the 0.95 will be rejected. Because (sig <α) is an expression of the relationship between two variables, then the default rule assumes H0 H1 is accepted. Since the assumption of positive correlation between the two variables is obtained, the relationship between positive (direct), respectively.

H2: International dimensions of organizational citizenship behavior, there is a significant correlation between the components of knowledge sharing.

H3: Multiple and significant relationship between organizational citizenship behaviors by donating school there.

Point 3: For the third and fourth hypotheses, where the significance level is less than (0.05), the null hypothesis at the 0.95 will be rejected.

As seen in figure 7, the value of F calculated with 4 and 144 degrees of freedom in the error 0.05 = α is larger than a critical value table sig = 0.000. So the order of organizational citizenship behavior (sportsmanship, citizenship behavior, conscientiousness, and altruism) contribute knowledge and significant multiple correlation, multiple correlation coefficient of 0.662, and the coefficient of determination corrected to 0.438. So 0.438 of the variance explained by the donation of a combination of organ

Figure 8: the relationship between organizational citizenship behaviors of donating

As seen in figure 8, except for the coefficient of altruism by donating statistically significant. Variance inflation factor (Vif) for variables predicting at least 1.461 and 2.738 has been shown that there is no multicollinearity between them.

Therefore, the regression model can be written as follows:

X1 + 0.214 X2 - 0.212X3 + 0.176 X4 245 +0/ 162/ 0= Y

H4: Multiple and significant relationship between organizational citizenship behavior and knowledge gathered there.

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X1 + 0.214 X2 - 0.212X3 + 0.176 X4 245 +0/ 162/ 0= Y

H4: Multiple and significant relationship between organizational citizenship behavior and knowledge gathered there.
As seen in figure 9, the value of F calculated with 4 and 144 degrees of freedom in the error 0.05 = \alpha is larger than a critical value table sig = 0.001. So the combination of organizational citizenship behavior (sportsmanship, citizenship behavior, conscientiousness, and altruism) and there is a collection of multiple correlation, multiple correlation coefficient of 0.328, and the coefficient of determination corrected to 0.108. So 0.108 of the variance of the scores obtained by a combination of organizational citizenship behavior can be described and explained.

The collection of 10 paintings between the dimensions of organizational citizenship behavior

<table>
<thead>
<tr>
<th>Sig</th>
<th>T</th>
<th>Vif</th>
<th>beta</th>
<th>B</th>
<th>Indexes Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.053</td>
<td>1.950</td>
<td>1.630</td>
<td>0.325</td>
<td>0.274</td>
<td>Fairless</td>
</tr>
<tr>
<td>0.001</td>
<td>3.376</td>
<td>1.461</td>
<td>0.074</td>
<td>0.092</td>
<td>civil behavior</td>
</tr>
<tr>
<td>0.010</td>
<td>-2.605</td>
<td>2.738</td>
<td>-0.325</td>
<td>-0.277</td>
<td>conscientiousness</td>
</tr>
<tr>
<td>0.032</td>
<td>2.164</td>
<td>1.753</td>
<td>0.216</td>
<td>0.250</td>
<td>altruism</td>
</tr>
</tbody>
</table>

As seen in figure 10, all coefficients according to (beta), except for the coefficient is statistically significant between civil behaviors by collecting knowledge. Variance inflation factor (Vif) for variables predicting at least 1.461 and 2.738 has been shown that there is no multicollinearity between them. Therefore, the regression model can be written as follows:

\[ X_1 + 0.092 X_2 - 0.277X_3 + 0.250 X_4 274 +0/051/ 1=Y \]

Suggestions and results:

In figure 11, a summary of the results of the hypothesis test based on Pearson correlation and multiple linear regression is obtained, that is provided:

**Fig. 11: Summary of Findings**

<table>
<thead>
<tr>
<th>Results</th>
<th>relationships</th>
<th>theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>p &lt; 0.01</td>
<td>Direct positive relationship</td>
<td>There is a significant relationship between knowledge sharing and organizational learning levels.</td>
</tr>
<tr>
<td>p &lt; 0.01</td>
<td>Direct positive relationship</td>
<td>Knowledge sharing between the individual dimensions of organizational learning have a meaningful relationship.</td>
</tr>
<tr>
<td>p &lt; 0.05</td>
<td>Multiple relationships</td>
<td>Multiple and significant relationship between organizational citizenship behaviors by donating school there.</td>
</tr>
<tr>
<td>p &lt; 0.05</td>
<td>Multiple relationships</td>
<td>Multiple and significant relationship between organizational citizenship behavior and knowledge gathered there.</td>
</tr>
</tbody>
</table>

As the results in table 3 indicates, the population in terms of changing organizational citizenship behavior in good condition and has spent every four chivalry, civil behavior, conscientiousness, and altruism above average, but in terms of the collection and bestowing knowledge no sense.

So to raise the levels of these two components in the management of social security province, suggested the following ways:
- Encourage employees to share their new skills with work colleagues.
- Encourage employees to share new information with colleagues.
- Encourage employees to share knowledge with colleagues in your department.
- Encourage employees to share knowledge with colleagues in other departments.
- Institutionalize a culture that employees work colleagues to get new skills, apply.
- Institutionalize the culture of staff associates for anything, ask.
- Institutionalization of the culture of the school staff colleagues for their skills, their demand.
- Institutionalize the culture of staff colleagues working knowledge of information, to apply.

The results in table 5 revealed that the positive relationship between organizational citizenship behavior and knowledge sharing, and has direct connections, thus increasing organizational citizenship behavior, knowledge sharing is a general trend to that conclusion Danaee research findings and others (2011) consistent there.

The results in table 6 indicate that the generosity and bestowing knowledge, as well as the generosity and collection of a direct positive relationship is established. So in order to increase the component generosity to donate and collect knowledge rises, suggested the following ways:
- Not complain about discomfort to the direct manager about minor issues
- Most of the problems seem nothing more than what they are doing.
- Emphasize the positive aspects of work.
The results in table 6 indicate that the donation behavior and civic knowledge, civic behavior and collection of a direct positive relationship is established. So in order to increase the components of civic behavior rises to donate and collect knowledge, suggested the following ways:
- Attempt to improve the image of Ghyrmvf activities outside the organization helps.
- The staff is helpful to comment on issues for the organization.

The results in figure 6 was found between conscientiousness and bestowing knowledge, as well as direct and positive relationship between conscientiousness and gather knowledge. So in order to increase the components of conscientiousness and collecting donations in order to raise the level of knowledge, it is suggested the following ways:
- Doing tasks earlier than the stipulated time.
- To help new employees to staff as new even if it is not compulsory to do so.

The results of figure 6 was found between altruism and donations, as well as direct and positive relationship between altruism and gather knowledge. So in order to increase the components of altruism to donate and collect knowledge rises, suggested the following ways:
- To respond quickly to r Looking for partners to share their time.
- Looking for partners to share their time.

7 graphics were determined from the results that the combination of organizational citizenship behavior (sportsmanship, citizenship behavior, conscientiousness and altruism) with a donation of multiple correlation and significant, which means that the employee will emphasize the positive aspects of work, work required to improve the image of the external organizations to help carry out the tasks earlier than the appointed time to fulfill, And it’s time to look forward to co-workers with a combination of all these things makes a donation to the organization of the knowledge to be upward.

9 graphics were determined from the results that the combination of organizational citizenship behavior (sportsmanship, citizenship behavior, conscientiousness and altruism) a collection of multiple correlation and significant, which means that the employee will emphasize the positive aspects of work, work required to improve the image of the external organizations to help carry out the tasks earlier than the appointed time to fulfill, And it’s time to look forward to co-workers with a combination of all these causes to take gathering knowledge on the rise.

REFERENCES


