

# INVESTIGATING THE EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL PRODUCTIVITY ON KNOWLEDGE MANAGEMENT OF EMPLOYEES OF SPORTS AND YOUTH DEPARTMENTS OF EAST AZERBAIJAN PROVINCE

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**Abstract:** This study is conducted to investigate the effect of organizational citizenship behavior and organizational productivity on knowledge management of employees of sports and youth departments of East Azerbaijan province. According to the data collection, this research is a field research method. Among the research methods, it is a descriptive correlational type and in terms of purpose, it is also practical. All employees of the sports and youth departments of East Azerbaijan province are the statistical population of this study. They are 320 people, 260 of whom work as office staff and 60 as contract workers according to the statistics inquired from the General Directorate of Sports and Youth of the province. Through Morgan and Krejcie's table, 176 people were determined as the sample size, and the sampling method was simple random. To analyze the data, first, the normality of the data was examined through the Kolmogorov-Smirnov test, and Smart PLS software was used to determine the effect between the variables. Convergent validity was calculated by AVE and the reliability of variables was calculated by Cronbach's alpha and combined reliability method (CR). SPSS software version 25 and Smart PLS were used for data analysis. Organizational citizenship behavior has a positive and significant effect on the knowledge management of employees of sports and youth departments of East Azerbaijan province according to the results. The results also showed that organizational productivity has a positive and significant effect on the knowledge management of employees of sports and youth departments of East Azerbaijan province.

**Keywords:** knowledge management; organizational citizenship behavior; organizational productivity; sports staff; youth

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## Introduction

The administrative and executive arms perform organizational affairs. These arms are operated by a set of individuals. Manpower includes all people (employee, manager, expert, etc.). Therefore, human resources are the most important element of the administrative and executive system, and the ability of governments depends on the amount and how to use this power. The flow of knowledge in the organization is one of the effective factors in increasing the ability of employees. Knowledge management for success requires infrastructures which are known as empowerment mechanisms of knowledge management. Knowledge management enablers are mechanisms that are responsible for cultivating organizational knowledge. They can stimulate the creation and maintenance of knowledge and create opportunities for knowledge sharing in the organization (Rabiee et al., 2015). Knowledge management processes in problem-solving, dynamic learning, strategic planning, decision making, and protection of intellectual assets from burnout and ruin lead to increased flexibility and increase organizational intelligence and help the organization (Mohammadi Afrakti, 2013). It is concluded that knowledge management can be a successful tool and method to make them more efficient and increase their productivity with the tool of knowledge and its application and the use of hidden and overt sources of knowledge in the organization and the creation of a knowledge-based culture in the organization or office (Asgarani & Asghari, 2017). Organizational citizenship behavior is one of the factors that affect knowledge management. However organizational citizenship behavior is an individual and voluntary behavior that is not directly designed by formal reward systems in the organization, it improves the effectiveness and efficiency of organizational performance (Cohen & Cole, 2004).

To serve the goals of the organization, as organizational citizens, human beings are expected to work beyond the requirements of their role and beyond their official duties. The structure of organizational citizenship behavior seeks to identify, manage and evaluate the extra-role behaviors of employees who work in the organization. As a result, their organizational effectiveness is improved (Binstock, 2013). Organizational citizenship behavior has a positive effect on reducing tensions between employees. It creates the condition for their effective and efficient measures. Therefore, it improves the productivity of human resources (Hall et al., 2009). The Sports and Youth Organization is one of the organizations that need employees with high extra-role behavior. It is necessary to hire people who do more work than their usual activities due to the rapid changes that are taking place in the field of sports today. Therefore, the human resources working in those departments can be decisive, because they are the main agents of change and development (Rastegar & Roozban, 2014).

On the other hand, organizational productivity also affects knowledge management. Today, successful institutions and organizations have recognized that their employees (both employees and managers) are their most valuable property. Not only treating people with respect in the organization is worthwhile, but also will be an essential element for the success of the organization (Taheri, 2013). The performance of the public administration system depends on the structure of human resources and its role and function and the expansion of services and the degree of its flexibility to the demands and needs of society. Therefore, one of the important goals of any country, organization, or institution is improving organizational productivity (Inshasi et al., 2017). For managers of sports organizations and departments, like managers of other institutions, it is necessary to be aware of organizational productivity due to the nature of sports and the sensitive environment that governs the health and well-being of athletes and people in society. They should take the necessary measures to use the maximum of positive and effective flows in these organizations, in addition to identifying the effective factors in promoting productivity in sports organizations and departments. Therefore, this study is conducted to investigate the effect of organizational citizenship behavior and organizational productivity on knowledge management of employees of sports and youth departments of East Azerbaijan province.

## Theoretical Foundations of Research

### *Organizational productivity*

Productivity analysis can be analyzed at activity and micro levels or implemented in the structure and macro levels of the organization. In micro-level analysis, in productivity, we focus on the method of performing specific activities and make its method as fast and efficient as possible. The structural level analysis focuses on macro sectors. It also improves the organization's perspective, strategy and work philosophy, organizational culture, management systems (Kargar & Farajpour, 2009). One of the signs of inefficient management systems is low manpower productivity. Here a logical question is asked, what happens when a potentially good employee turns into a bad employee? Edward Deming, a famous professor of quality management believes that the management levels are responsible for 85% of the problems of any organization and employees are only responsible for 15% of the problems. There may be disagreements in these numbers, but it is clear that most of the organization's problems are related to system defects that are often degraded for managerial reasons (Ostadzadeh, 2008).

To increase productivity in the organization, here are seven vital skills. Lack of any of these skills will reduce the productivity of the entire organization. These skills are 1- Customer awareness 2- Strategic alignment 3-

Adaptation to the environment 4- Internal guidance 5- Innovative intelligence 6- Process orientation 7- Teamwork perspective.

Today, organizations should try to respond as much as possible and quickly to the specific needs of their customers. Otherwise, the organization may be highly efficient, but organizational productivity is severely reduced (Edwardson, 2008). Organizations usually have a defined vision statement and mission that outlines their policy for the future. Managers need to know how to turn these statements into coordinated actions that serve to increase the organization's productivity. The organization will never achieve its intended goals if it is not on the same way inside itself, (Edwardson, 2008).

For continuing successful employment, compatibility is an important factor. Everyone expects that employment provides them satisfaction, health, and credibility, and to meet their basic needs. There are many definitions for compatibility, so that compromise is defined as the combination of psychological and non-psychological factors. The theory of compatibility is based on the concept of the relationship between the individual and the environment. Compatibility usually follows one or two of the following: action and reaction. Employees sometimes try to change only the work environment, while employees' reactive attitudes try to better align themselves with the work environment (Edwardson, 2008).

A lean and productive organization can never overcome its problems if it has a workforce that is always waiting to be told what to do. Individuals should know how to maximize their productivity, how to manage their time, and how to stay organized. The presence of people who have the necessary skills to turn programs into actions that lead the organization to its goals is a characteristic of a productive organization (Edwardson, 2008). On the other hand, the ability to identify new products and services and create the necessary process to offer them is a requirement for an organization to be able to increase its productivity.

Having skilled forces to solve problems is the prerequisite that the organization needs to have this condition. Creative people who are always creating value for the organization. (Edwardson, 2008). The change from departmental or operational thinking to process thinking is one of the biggest changes needed in a global competition. The result of operational thinking is that people think only about their work or ultimately to their department. When it comes to new ways of working, operational thinking makes people think only about the effect of these methods on themselves and provides the basis for internal conflicts. Process thinking helps people understand how potential improvements affect the organization as a whole sector (Edwardson, 2008).

In proportion to the duties and activities of employees, managers should also delegate to employees so that they can have some independence in the field of activities they perform and do not wait for the superior permission for any small task. In this case, people work more and feel satisfied with what they do because they consider the work as their own. It causes employees to stay in the organization because they feel trusted and empowered to do their job professionally (Edwardson, 2008).

### **Organizational citizenship behavior**

Organizational citizenship behavior includes a set of voluntary and optional behaviors that are not a part of the official duties but the individual performs them effectively to improve the tasks and plans of the organization (Rezaei Kilidbari & Baqer Salimi, 2008). Organizational citizenship behavior is to identify, manage, and evaluate the extra-role behaviors of employees who work in the organization. The effectiveness of the organization improves due to the result of these behaviors (Islami, 2008).

Oregon (1988) defines organizational citizenship behavior as individual-controlled behaviors. He states that formal reward systems do not address explicitly and directly these behaviors but improves the effectiveness of the organization's functions. Organizational citizenship behavior is desirable for any organization because it is related to important organizational variables such as job satisfaction, system maintenance, and organizational productivity. The results of studies show that managers can develop organizational citizenship behavior by creating a positive work environment. Instead of using force or coercion, managers rely on selection and recruitment or socialization processes to create these behaviors (Turnipsad, 1996).

In 1997, concerning China's cultural condition, Farah et al examined the components of organizational citizenship behavior in the following contexts: social etiquette, altruism, work conscience, personal coordination, and protection of organizational resources (Marcuszi & Ekin, 2004). Graham (1991) considers the dimensions of organizational citizenship behavior in four dimensions:

1- Interpersonal assistance: emphasizes the help of colleagues if needed.

2- Individual initiative: refers to making efforts to provide suggestions that improve the operations of the organization.

3- Individual struggle: Indicates to perform activities beyond the level of duty.

4- Strengthening loyalty: refers to activities that are to introduce the positive image of the organization outside the organization.

Hemit Karadel and Mohamit Saigin (2013) consider the dimensions of citizenship behavior in five dimensions: conscientiousness, kindness, altruism, chivalry, civic virtue (Karadel & Saigin 2013). Confrontation, trust, legitimacy, and organizational justice are the important concepts in organizational citizenship. Each of these concepts implies specific managerial behaviors. Paying attention to these concepts is a very useful starting point for conceptualizing organizational citizenship behavior.

According to Cohen and Viguda (2000), some of the benefits of organizational citizenship behavior include improving management and staff productivity, greater efficiency in resource consumption and resource allocation, lower maintenance costs, and improving organizational ability to hire quality personnel. Organizational citizenship behavior increases the productivity of employees and working groups, communication, cooperation, and assistance between employees, encourages teamwork, reduces the proportion of mistakes, increases employee participation and involvement in organizational issues, and generally provides a good organizational atmosphere. By influencing internal factors such as organizational climate, improving morale, increasing organizational commitment, job satisfaction, reducing job leaving intentions, reducing absenteeism and destructive job behaviors, organizational citizenship behavior improves the quality of employee performance. It also improves the quality of employee performance through influencing the improvement of external organizational factors such as flame satisfaction, quality service, and customer loyalty (Castro, 2004).

### ***Knowledge management***

Prusak and Davenport (1998) define knowledge management as the collection, distribution, and efficient use of knowledge resources. O'Dell & Grayson defines knowledge management as a strategy that should be created in an organization to ensure that knowledge reaches the right people at the right time. To improve the organization's performance, the people share that knowledge and use the information. Knowledge management is the collection of knowledge, intellectual capabilities, and experiences of people in an organization and creating the ability to retrieve for them as an organizational property according to Perez. Newman believed that knowledge management is a set of phenomena that involves the creation, dissemination, and application of subjective and objective knowledge in an organization (Dehghan Najm, 2009). According to Zhang et al. (2014), knowledge management is the study of strategy, process, and technology of acquisition, selection, and organization, sharing, and application of key business information.

Shulam Berger states that the ultimate goal of knowledge management is applying everything you learn everywhere. The realization of this goal depends on the integration of technology, processes, and mental capital of individuals and then turning these results into a specific effective action (Entezari, 2006). Effective knowledge management creates a competitive advantage for the organization and the growth of its production process. In this case, scientists (experts and specialists) play a major role in knowledge management. In general, the main feature of knowledge management is that to be available and exploited in similar cases, it is used to record the knowledge of employees, management of the organization (individual or group), and the results of their decisions (Bergren, 2006).

The process of creating knowledge is complex, multidimensional, and dynamic. The ability of an organization as a whole to create knowledge, distribute it through the organization, and incorporate it into products, services, and systems is the definition of organizational knowledge creation. Knowledge creation in an organization is dependent on several factors such as financial resources, human resources, and organizational infrastructures such as the library and Internet access. Organizational culture has also a significant impact on the process of knowledge creation. To increase trust, it is also important to trust between colleagues and informal communication to share knowledge (Nowruzi, 2018). Alavi and Leidner (2001) claimed that just creating knowledge is not enough. To store and retrieve it, some mechanisms are also needed. To achieve such a goal, the concept of organizational memory can be a solution. Organizational memory includes the institutionalization of knowledge in various forms such as valid documents, structural information stored in electronic databases, human knowledge encrypted in expert systems, documented organizational processes and procedures, and tacit knowledge acquisition by individuals and the network of individuals (Young, 2010). Alavi and Leidner (2001) also define the dissemination of knowledge throughout the organization the same as knowledge exchange. By using any type of communication channel, the process of knowledge dissemination can happen between individuals, groups, or organizations. Knowledge sharing is defined as a process that involves the exchange of knowledge between individuals and groups by Prusak and Davenport (1998).

Knowledge management is the acquisition of the right knowledge for the right people at the right time and place based on organizational productivity perspective. To achieve the goals of the organization, in such a way they can profit knowledge efficiently (Hosseini, 2012). The top management of the organization can show their commitment and practical support of knowledge management through various activities including active participation in various stages of the knowledge management implementation process, influencing the level of knowledge performance of individuals in performance appraisal systems, promotion, reward, encouragement, and punishment; Auditing the knowledge performance of the units of the organization at the end of each financial period and other strategies that are appropriate to the specific situation and conditions of each organization. In this case, they can succeed in achieving organizational productivity (Arfa and et al., 2012).

### Materials and Methods

In terms of purpose, the present research is practical, and in terms of the method is a descriptive survey. All employees of the sports and youth departments of East Azerbaijan province are the statistical population of this study. They are 320 people, 260 of whom work as office staff and 60 as contract workers according to the statistics inquired from the General Directorate of Sports and Youth of the province. 176 people were determined as the sample size by Morgan and Krejcie table and the sampling method will be simple random. The standard questionnaire of organizational citizenship behavior of Oregon and Kanowski (2007) including 15 items and including dimensions (altruism, conscience, chivalry, civic behavior, politeness, and consideration) and Sharifi standard questionnaire of organizational productivity (2012) contains 15 items were used. To collect data, Nonaka and Takochi's (1995) Knowledge Management Questionnaire were also used which consists of 26 items and 4 subscales of externalization (5 questions), composition (11 questions), internalization (4 questions), and socialization (6 questions).

Descriptive statistics and inferential statistics were used to analyze the data. Descriptive statistics such as central indicators (mean, frequency percentage, relevant tables, and graphs) were used. First, through the Kolmogorov-Smirnov test and skewness and elongation, the normality of the collected data was examined. Then, smart PLS software was used to determine the effect between the variables. AVE calculated convergent validity and reliability of variables was calculated by Cronbach's alpha and combined reliability (CR). To analysis data, SPSS software version 25 and Smart PLS was used.

The average variable of organizational citizenship behavior is 3.67 and its standard deviation is 0.681 based on the information in Table 1. The highest average is related to the component of conscience with an average of 4.13 and the lowest average is related to the component of politeness and consideration with an average of 3.38 according to the status of the components of organizational citizenship behavior. Examination of the status of the variable of organizational citizenship behavior with a one-sample t-test shows that the mean difference is equal to 0.666 and the significance level is equal to 0.000, so it is significant at the level of  $P < 0.01$ . It has resulted from the perspective of the surveyed employees that the variable of organizational citizenship behavior is in the average to high status (Table 2). The components of altruistic behavior, chivalry, civic behavior, and politeness and consideration have a significant level equal to 0.000 according to examining the status of the components of organizational citizenship behavior with a one-sample t-test. Therefore, they are significant at the level of  $P < 0.01$ . As a result, the mentioned components are in moderate to high condition. The conscience component has an average of 4.13, therefore this component is in good condition (Table 2).

**Table 1.** Descriptive statistics of variable organizational citizenship behavior and its components.

	Number	average	Standard deviation	Minimum	Maximum
<b>The component of altruism</b>	176	3.86	0.841	0.33	5
<b>Component of conscience</b>	176	4.13	0.894	1.33	5
<b>Companion of chivalry</b>	176	3.45	0.723	1.50	5
<b>Component of civil behavior</b>	176	3.48	0.959	1.33	5
<b>Component of politeness and consideration</b>	176	3.38	0.941	1.50	5
<b>Citizenship Behavior Variable</b>	176	3.67	0.681	1.47	4.80

**Table 2.** One-sample t-test of variable organizational citizenship behavior and its components.

	Test value = 3					
	t	d f	Significance level (Two domains)	The difference between the means	95 %difference in the confidence interval	
					Low limit	upper line
<b>The component of altruism</b>	13.5 89	1 75	0.000	0.862	0.737	0.98
<b>Component of conscience</b>	16.8 25	1 75	0.000	1.134	1.001	1.267
<b>Companion of chivalry</b>	8.28 9	1 75	0.000	0.452	0.344	0.559
<b>Component of civil behavior</b>	6.59 6	1 75	0.000	0.477	0.334	0.620
<b>Component of politeness and consideration</b>	5.40 9	1 75	0.000	0.382	0.244	0.523
<b>Citizenship Behavior Variable</b>	12.9 77	1 75	0.000	0.666	0.565	0.768

Based on the information in Table 3, the average of the organizational productivity variable is equal to 3.23 and its standard deviation is equal to 0.663. Examination of the status of organizational productivity variable by one-sample t-test shows that the mean difference is 0.227 and the significance level is equal to 0.000. Therefore, it is significant at the level of  $P < 0.01$ . The perspective of the employees under review shows that the organizational productivity variable is in the middle to high position (Table 4).

**Table 3.** Descriptive statistics of organizational productivity variables.

	Number	Average	Standard deviation	Minimum	Maximum
<b>Organizational productivity variable</b>	<b>176</b>	<b>3.23</b>	<b>0.663</b>	<b>1.53</b>	<b>5</b>

**Table 4.** One-sample t-test of organizational productivity variable.

	Test value = 3					
	t	d f	Significance level (Two domains)	Significance level (Two domains)	95 %difference in the confidence interval	
					Low limit	upper limit
<b>Organizational productivity</b>	<b>4.5 42</b>	<b>1 75</b>	<b>0.000</b>	<b>0.227</b>	<b>0.128</b>	<b>0.325</b>

Table 5 shows that the average knowledge management variable is 3.39 and its standard deviation is 0.570. Examination of the status of knowledge management components shows that the highest average is related to the externalization component with an average of 3.41 and the lowest average is related to the socialization component with an average of 3.18. The mean difference is 0.394 and the significance level is 0.000 according to the examination of the status of knowledge management variable by one-sample t-test. Therefore, it is significant

at the level of  $P < 0.01$ . From the perspective of the employees, it has resulted that the knowledge management behavior variable is in the medium to high position (Table 6).

Examining the status of knowledge management components with a one-sample t-test shows that all components of knowledge management (externalization, composition, internalization, and socialization) have a significant level equal to 0.000. Therefore, it is significant at the level of  $0.01 > P$ . As a result, employees think all components of knowledge management are in a moderate to high status (Tables 4-11).

**Table 5.** Descriptive statistics of knowledge management variable and its components.

	Number	Average	Standard deviation	Minimum	Maximum
Extrinsic component	176	3.62	0.717	1.4	5
Composition component	176	3.41	0.620	1.5	5
Internalization component	176	3.38	0.770	1.5	5
Socialization component	176	3.18	0.644	1.5	4.83
Knowledge management variable	176	3.39	0.570	1.5	4.96

**Table 6.** One-sample t-test of knowledge management variable and its components.

	Test value = 3					
	t	df	Significance level (Two domains)	The difference between the means	95 %difference in a confidence interval	
					Low limit	High limit
Extrinsic component	11.421	175	0.000	0.617	0.510	0.724
Composition component	8.835	175	0.000	0.413	0.321	0.505
Internalization component	6.535	175	0.000	0.379	0.265	0.493
Socialization component	3.744	175	0.000	0.182	0.086	0.278
Knowledge management variable	9.166	175	0.000	0.394	0.309	0.479

According to Table 7, to accurately check the normality of the data, the amount of skewness and elongation was used because the values of the level of significance in the variable of organizational citizenship behavior and its components are less than 0.05. Skewness and elongation in the variable of organizational citizenship behavior and all its components are in the range of -2 to +2, so the status of the variable of organizational citizenship behavior and its components are considered normal.

**Table 7.** Results of examining the normality of organizational citizenship behavior variables and components.

Variable	Degrees of freedom	Test statistics	P	skewness	Elongation	Distribution
The component of altruism	176	0.158	0.000	-1.132	1.029	normal
Component of conscience	176	0.230	0.000	-1.623	1.256	normal
Companion of chivalry	176	0.164	0.000	-0.516	0.847	normal
Component of civil behavior	176	0.192	0.000	-0.768	-0.443	normal
Component of politeness and consideration	176	0.214	0.000	-0.475	-0.753	normal
Organizational citizenship behavior variable	176	0.175	0.000	-1.519	1.562	normal

In Table 8, the values of the significant level in the organizational productivity variable are less than 0.05. Therefore, to accurately check the normality of the data, the amount of skewness and elongation was used. The status of the organizational productivity variable is assumed to be normal because the amount of skewness and elongation in the organizational productivity variable is in the range of -1 to +1.

**Table 8.** Results of examining the normality of the organizational productivity variable.

Variable	Degrees of freedom	Amare test	P	skewness	Elongation	Distribution
<b>Organizational productivity variable</b>	176	0.109	0.000	-0.430	0.258	normal

According to Table 9, to accurately check the normality of the data, the amount of skewness and elongation was used because the value of a significant level in the knowledge management variable and its components is less than 0.05. The status of the knowledge management variable and its components is assumed to be normal because the amount of skewness and elongation in the knowledge management variable and its components is in the range of -2 to +2.

**Table 9.** Results of examining the normality of knowledge management variable and its components.

Variable	Degrees of freedom	T-test	P	skewness	Elongation	Distribution
Extrinsic component	176	0.176	0.000	-1.067	0.977	normal
Composition component	176	0.121	0.000	-0.586	0.730	normal
Internalization component	176	0.109	0.000	-0.205	-0.322	normal
Socialization component	176	0.104	0.000	-0.335	0.236	normal
Knowledge management variable	176	0.147	0.000	-0.949	1.796	normal

The results showed that the factor loads of indicators of organizational citizenship behavior, organizational productivity, and knowledge management have a good validity (Table 10) according to the study of factor loads of indicators.

**Table 10.** Measuring the reliability of the model through factor loads in the proposed model.

Variables	Indicators	Factor load
Organizational citizenship behavior	The component of altruism	0.845
	Component of conscience	0.881
	Companion of chivalry	0.790
	Component of civil behavior	0.741
	Component of politeness and consideration	0.676
Organizational productivity	Item 1	0.675
	Item 2	0.668
	Item 3	0.614
	Item 4	0.737
	Item 5	0.769
	Item 6	0.673
	Item 7	0.608
	Item 8	0.640

	Item 9	0.679
	Item 10	0.612
	Item 11	0.712
	Item 12	0.670
	Item 13	0.686
	Item 14	0.738
	Item 15	0.635
knowledge management	Extrinsic component	0.820
	Composition component	0.881.
	Internalization component	0.825
	Socialization component	0.849

To measure the reliability of the variables, Cronbach's alpha and combined reliability (CR) were used. Cronbach's alpha is a measure of reliability and a good measure of internal stability (internal compatibility). Internal stability indicates the degree of correlation between a structure and its related indicators.

**Table 11.** Measurement of model reliability through Cronbach's alpha and combined reliability.

Latent variables	Cronbach's alpha	Combined reliability (CR)
Organizational citizenship behavior	0.849	0.792
Organizational productivity	0.914	0.926
knowledge management	0.866	0.908

**Table 12.** AVE coefficients of latent variables.

Latent variables	Mean Extraction Variance (AVE)
Organizational citizenship behavior	0.624
knowledge management	0.712
Labor productivity	0.527

In Table 12, AVE values are calculated by Smart PLS software for each latent variable. The studied latent variables have good convergent validity according to the AVE values. In other words, there is a high correlation between each structure and its indicators. As a result, the measurement models have a moderate fit and the suitability of the measurement models is confirmed.

**Hypothesis 1**

Organizational citizenship behavior does not affect knowledge management. The standardized coefficient between the two variables of organizational citizenship behavior on knowledge management is equal to  $\beta = 0.417$  according to Figures 1 and 2. The coefficient of significance (t-statistic) between these two variables is equal to 4.633 t which is significant at the level of  $P < 0.01$ . Therefore, the null hypothesis is rejected and the research hypothesis is confirmed. Organizational citizenship behavior has a positive and significant effect on knowledge management. It can be concluded from the perspective of the staff of the Sports and Youth Department of East Azerbaijan Province.



Figure 1. Standardized coefficient of organizational citizenship behavior path on knowledge management.

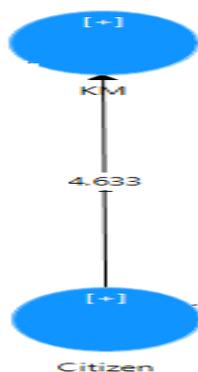


Figure 2. The coefficient t of the path of organizational citizenship behavior on knowledge management.

**Hypothesis 2**

Organizational productivity does not affect knowledge management. The standardized coefficient between the two variables of organizational productivity on knowledge management is equal to  $\beta = 0.411$  according to Figures 3 and 4. The coefficient of significance (t-statistic) between these two variables is equal to 4.834 t which is significant at the level of  $P < 0.01$ . Therefore, the null hypothesis is rejected and the research hypothesis is confirmed. Organizational productivity has a positive and significant effect on knowledge management. It can be concluded that from the perspective of the staff of the Sports and Youth Department of East Azerbaijan Province.

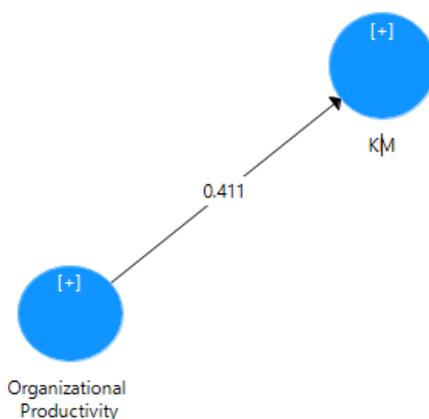
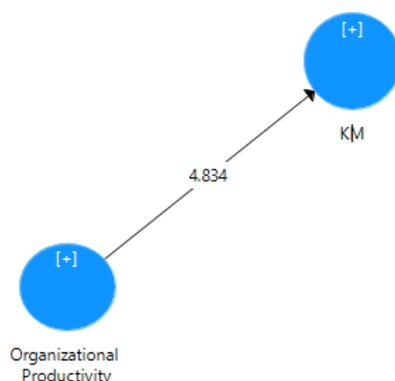


Figure 3. Standardized coefficient of organizational productivity path on knowledge management.



**Figure 4.** t-factor of organizational productivity path on knowledge management.

## Conclusion

This study is conducted to investigate the effect of organizational citizenship behavior and organizational productivity on knowledge management of employees of sports and youth departments of East Azerbaijan province. Now, as one of the most important resources of the organization, the importance of employees is understood. Their citizenship behavior can also be considered very important. In general, citizenship behavior is a valuable and useful behavior that people express voluntarily. A good organizational citizen is a thought and idea. It includes various behaviors of employees such as accepting and assuming additional duties and responsibilities, following the rules and procedures of the organization, maintaining and developing a positive attitude and patience in the organization which can increase productivity in the organization. Employee citizenship behavior can have a significant impact on knowledge management. Knowledge management is a wide range of activities used to manage, exchange, create or promote intellectual capital at the macro level. Knowledge management is the process to help organizations identify, select, organize, and disseminate important information and skills that are considered organizational memory and typically exist in an unorganized manner. To solve learning problems, strategic planning, and dynamic decisions efficiently and effectively, and increases productivity, this issue enables the management of organizations.

### *The first hypothesis*

The results of this part showed that organizational citizenship behavior has a positive and significant effect on the knowledge management of employees of sports and youth departments of East Azerbaijan province. The results of this study are consistent with the results of research by Asadi (2020) and Herlina et al. (2020). Enhancing citizenship behavior needs to be encouraged, like any other behavior that individuals commit. Organizational policies and actions are the things that can be effective in this regard. By formulating appropriate policies and strategies, organizational managers should work to develop more citizenship behaviors in the organization. There are three types of citizenship behaviors in the organization. 1. Organizational obedience: Indicators of organizational obedience are behaviors such as respecting organizational rules, performing tasks fully, and fulfilling responsibilities according to organizational resources. 2-Organizational loyalty: This loyalty is different from loyalty to yourself, other individuals, and organizational units. It expresses the degree of sacrifice of employees in the interests of the organization and support and defense of the organization. 3- Organizational participation: By being involved in the management of the organization, this term appears, which can include attending meetings, sharing their ideas with others, and being aware of current issues of the organization.

Bos and Sugomaran (2003) believe that organizational citizenship behavior provides knowledge management in the organization. From the perspective of mourners and kissers, the knowledge management framework includes four basic processes: identifying and producing knowledge, storing and coding knowledge, distributing and disseminating knowledge, and exploiting and receiving feedback from knowledge. Creativity and new thinking and entrepreneurship are created among the employees if the friendship of the employees is good, they try to keep the work environment clean and tidy, they do not object to the duties and responsibilities assigned to them, attend the meetings that are related to the issues of the organization and participate well in work.

### The second hypothesis

Organizational productivity has a positive and significant effect on the knowledge management of employees of sports and youth departments of East Azerbaijan province according to the results of this part. The study results are consistent with the results of Lashkary research (2020) and Sebalus et al. (2017). Productivity in the organization is considered as a determining factor of salary, price, and other factors of production. For management, productivity ratios are used as a means of control in the production process. It is also used as a benchmark between the performance of institutions and departments. Productivity is an intellectual perspective that tries to improve what is already there. Jadidi et al. (2013) state that productivity can improve knowledge management in the organization. Knowledge management includes activities related to recording, using, and sharing knowledge in the organization. It requires management with external communication and knowledge presence within the company. It includes procedures and methods for seeking outside knowledge and building closer relationships with other organizations.

Knowledge management is to access knowledge that is constantly changing, objective knowledge and tacit knowledge or knowledge hidden in the minds of individuals. By creating wisdom, it can increase the ability to innovate and the ability to deal with crises. In an organization, to reduce and eliminate organizational damage, key and influential factors on the level of productivity should be identified. By performing job duties, the skills of the organization's employees can be increased. In this case, the satisfaction of the employees of the organization will be increased, the knowledge management will be strengthened and the morale, cooperation, and participation of the employees will be improved. It is suggested that employees keep the work environment clean, do not object to the assigned tasks and responsibilities, attend meetings that are related to organizational issues, and have good participation in the work according to the first hypothesis. According to the result of the second hypothesis, managers and employees are suggested to identify key factors affecting productivity and ways to reduce and eliminate organizational damage. Employees should also increase their job skills to increase their job satisfaction.

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### Highlights

- The aim is to investigate the effect of two variables on knowledge management.
- The two variables are organizational citizenship behavior and organizational productivity
- This is a field research and descriptive correlational research method.
- Based on the results, citizenship behavior has an effect on knowledge management.
- Based on the results, organizational productivity has an effect on knowledge management.

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