



REGRESSION ANALYSIS OF ORGANIZATIONAL LEARNING (OL) AND KNOWLEDGE MANAGEMENT (KM) ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) - A CASE STUDY: YOUTH AND SPORTS DEPARTMENTS OF KERMANSHAH PROVINCE

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Abstract:

The aim of this study was to Regression Analysis of Organizational Learning and Knowledge Management on Organizational Citizenship Behavior in Youth and Sports Departments of Kermanshah Province. The population included 148 employees and experts of General Administration of Sport in Kermanshah province that were randomly selected and evaluated using by three questionnaires: Nifeh's (2001) assessing organizational learning, Abtahi and Salvati's (2006) of knowledge management and a third questionnaire of organizational citizenship behavior and, using Regression in level of $P < 0.05$ were analyzed. The results showed that three components of organizational learning, knowledge management and organizational citizenship behavior are in a desirable status at General Administration of Sport of Kermanshah province; also, there is a significant relationship between the components of the research. According to the findings above, it can be concluded that by providing appropriate opportunities for professional growth and increase their public information and responsible participation in organizational learning and political life cycle of an organization, we can strengthened organizational support and encourage employees and managers to participate actively in the organizations meetings, to provide and receive constructive suggestions, and through improving the effectiveness of units and organizational, also improving the quality of administrative services to be participate in their organization efficiency growth.

Keywords: organizational learning, knowledge management, citizenship behavior, youth and sports departments

Introduction

In developed countries, sports and healthy recreations are considered as an important industry and an effective element on growth of national economy and also it is considered as one of the most income making industries during the 21st century (Cohen, 2014). Today, leaders and managers have found that looking at learning in their organizations is a considerable phenomenon; and to build a better future, grow an organization that has an effective and proper way of looking for learning, to survive aligned with changes since organizational learning is a lifelong process. These have various definitions: in an individual aspect, learning, accessing to information, understanding them and gaining skills. From an organizational point, learning is focusing on gaining traditions, perspectives, strategies and transferring knowledge that in both views, learning is in consistence with innovation, recognition, creativity, discovery and production of new knowledge (Amin, 2001).

The primary objective of organizational learning is to increase the quality and quantity of performance. In addition, organizations that learn faster, have their strategic capabilities increased, that enable firms to strengthen a position of competitive advantage. These attitudes, behaviors and organizational learning strategies are guidelines in superior long-term performance for organizations (Morales, 2011). Knowledge management plays a critical role in supporting organizational learning since it facilitates effective sharing of collective knowledge at the organization. Knowledge management is a coherent systematically process that use an appropriate combination of information technology and human interactions to identify, manage and sharing the information assets of the organization. These assets are including databases, documents, policies and procedures. In addition, the explicit and tacit knowledge include staffs and uses a wide variety of methods to capture, store and share knowledge within an organization (Abbaspoor, 2006). Several studies have shown that identifying and understanding these behaviors and providing an appropriate environment will lead on the type of organization's service delivery by its staff would be desirable, higher customer satisfaction and organizational and individual effectiveness to be increase (Kurland, 2010). Continuous learning is a process that occurs over time by gaining knowledge and improving performance. In general, it can be said that those who are seeking continuous learning are skillful in acquisition and transfer of knowledge and

act to change and modify their behaviors by the help of acquired new knowledge. In this definition, creating knowledge, innovation and creativity constitute basic pillars of continuous learning, but creativity and gaining knowledge only are not enough for an organization to be considered like a learning organization; so it should be able to apply that knowledge in its behaviors and practices and by help of those improve and modify its operations. Due to this, it is appropriate that the officials in charge of Administration of Physical Education as the main responsible for sport in Iran in order to provide the increasing learning opportunities of the organizations' experts and improve their performance, necessary arrangements have to be considered (Asadi, 2009).

In general, citizenship behavior will help to efficiency and effectiveness of organizations through resource developments, innovation and adaptability. Organizational citizenship behavior has many advantages in a way that will bring benefits to organization and employees based on different approaches to the interests of the organization, citizenship behavior would have cause to a group of employees who are committed to the company. According to Jin (1988) organizational citizenship behavior (especially dedication, conscientiousness, and patience) would lead to reduce and decreasing leaving and absenteeism from work; and employees who are committed to remain in the company for a long time, produce products with high quality and help to the company position on the basis of various approaches. Logically it can be assumed that organizational citizenship behavior may be improving a better internal working environment (Castiglione, 2008).

Nowadays sport organizations are subject to constant changes. Communication and interaction of these organizations with different factors, such as government agencies, private sector, financial sponsors and other international and national sport organizations and most importantly, social, economic, political and cultural factors causes these organizations face with different and various demands (Abtahi, 2006). Therefore, it is essential for these organizations in order to maintain their position and to be successful in their organizational mission, to improve their performance through organizational learning and other scientific methods. Creating learning organizations in sports protect sports organizations largely against environmental changes. It is noteworthy that the establishments of sport learning organizations coordinate with the axis that organizational learning innovators state, before a certain point at the end of a long path, is endless way. So creating a learning organization means endless progress on this path and move forward from one stage to the next stage (Asadi, 1998). Sports organizations are targeted institutions that have been in search of growth and development in different ways over the time. Regards the importance and necessity of

efficient and competent human resources in met the organizational goals in order to adapt daily changes and explore potential opportunities in the field of sport, we need to have creative, innovative and capable employees who are able to discover and learn new subjects (Jimenez, 2008). Employees of each organization and their knowledge have a decisive role in this issue (Lopez, 2005). Thus, understanding the characteristics of employees' is the first and most fundamental issue of the organization. Finally, researcher seeks to answer this question: what is the relationship between organizational learning and knowledge management on organizational citizenship behavior in the General Directorate of Youth and Sports in Kermanshah province.

Methods

The research method is descriptive-correlational and the research is implemented as a field study. The population were includes 148 employees and experts of General Administration of Sport in Kermanshah province that were randomly selected and evaluated using by three questionnaires of Nifeh's (2001) assessing organizational learning, Abtahi and Salvati's (2006) knowledge management and third questionnaire of organizational citizenship behavior was used. The validity of the questionnaires was approved by expert professors of sport management and the Cronbach's Alpha reliability for the questionnaires were obtained and using regression in level of $P < 0.05$ were analyzed. All the statistical operations are performed by SPSS software.

Results

Table 1: Impact of knowledge management on organizational citizenship behavior (OCB)

Variable	Organizational Citizenship Behavior		
	R2	P-Value	R
Knowledge Management	0.0625	0.010	0.25

According to the results presented in Table 1, the achieved significant level was less than 0.05, thus the null hypothesis is rejected and the other hypothesis is confirmed; i.e. by assurance of 95% we could say that there is a significant relationship between knowledge management and organizational citizenship behavior (OCB) at Administrative of Youth and Sports in Kermanshah province. Also, the calculated coefficient of determination shows that 0.0625 of knowledge management component is defined by the OCB.

Table 2: Impact of organizational learning and its aspects on organizational citizenship behavior

Variable		R	R2	Sig.
Organizational Learning	Organizational Citizenship Behavior (OCB)	0.29	0.0635	0.001
Shared Vision		0.21	0.0586	0.015
Organizational Culture		0.24	0.0455	0.005
Team Work and Learning		0.18	0.0386	0.011
Sharing		0.23	0.0425	0.020
Knowledge		0.20	0.0439	0.025
Systematic Thought		0.17	0.0486	0.019
Participative Leadership		0.24	0.0489	0.001
Competence Development				

According to the results presented in Table 2, the achieved significant level of organizational learning and all its components were less than 0.05, thus the null hypothesis is rejected and the other hypothesis is confirmed; i.e. by assurance of 95% we could say that there is a significant relationship between organizational learning and its aspects with organizational citizenship behavior (OCB) at Administrative of Youth and Sports in Kermanshah province.

Table 3: Impact of knowledge management and its aspects on organizational citizenship behavior

Variable		R	R2	Sig.
Knowledge Management	Organizational Citizenship Behavior (OCB)	0.29	0.0684	0.003
Organizational Culture for Creating Knowledge		0.25	0.0564	0.012
Knowledge Leadership		0.21	0.0539	0.035
Knowledge Source		0.22	0.0550	0.017
Knowledge Structure		0.18	0.0453	0.021
Organizational Process for Creating Knowledge		0.19	0.0495	0.021
Technological and Cultural Factors		0.26	0.0615	0.021

According to the results presented in Table 3, achieved significant level of knowledge management and all its components were less than 0.05, thus the null hypothesis is rejected and the other hypothesis is confirmed; i.e. by assurance of 95% we could say that there is a significant relationship between knowledge management and its aspects with organizational citizenship behavior (OCB) at Administrative of Youth and Sports in Kermanshah province.

Table 4: Results of organizational learning regression effects with predictability in the ability of organizational citizenship behavior

Model	T	Sig	Standard Coefficients	Non-Standard Coefficients	
			Beta	SE	B
Organizational Learning	2.463	0.000	0.608	1.414	3.425
Organizational Citizenship Behavior	2.874	0.001	-	0.041	0.325
Knowledge Management	1.254	0.000	0.534	1.425	2.025
Organizational Citizenship Behavior	11.454	0.001	-	0.045	0.689

According to Table 4, the results of variable regression effects over the predictor of variable criterion on the component of organizational learning, its standardized regression coefficient is equal to 3.425 and significant; also in organizational citizenship behavior, standardized regression coefficient is equal to 0.325 and meaningful.

According to Table 4, the results of predictable variable regression effects over the variable criterion on the component of knowledge management, its standardized regression coefficient is equal to 2.025 and significant; also in organizational citizenship behavior, standardized regression coefficient is equal to 0.689 and meaningful.

Discussion and Conclusion

The results show that organizational learning is in a desirable level at Administrative of Youth and Sports in Kermanshah province. Learning is not important just because of learning nature and advantages, but for the success and development of the organization. The organization would pay the excessive expenses of lack of learning, not knowing, duplication and inefficiency of something, wasting of resources and skills, losing of employees' self-confidence and finally decreasing its income because of lack of innovation. However, if learning and continuous commitment to it would be exist, the profit organizations will increase and individuals will change to the organizations' capital rather than dumped only into workforce.

Knowledge management is in a desirable level at Administrative of Youth and Sports in Kermanshah province. In organizations, knowledge is easily transferred and available to all employees. When employees access to corporate knowledge, they can know their environment and make it meaningful. They can find new and better methods for implementing their tasks, work together, fill the gap of knowledge, boost productivity, satisfy the customers and ultimately reach to effective competition. Organizations that through research and development or informal learning processes

seek to generate new knowledge are superior to those which act based on other ones rather themselves. Knowledge management deals with issues such as organizational adaptation, survival and competence in encountering increasingly changing environment. In fact, knowledge management seeks synergistic combination of information processing, information technology and creative ability of human beings.

Organizational citizenship behavior is in a desirable level at Administrative of Youth and Sports in Kermanshah province. Organizational citizenship behavior as one of the new concepts of organizational behavior management that emphasizes on the ultra-role of staffs and managers, in organizational processes and changing the traditional environment to a dynamic and efficient one has a decisive role. So, if successful and unsuccessful organizations in order to create organizational citizenship behavior decisively take steps, in this case, the productivity and efficiency of the organization will potentially increase therefore their performance will improve among competing organizations. If the ability to learn in organizations is improved, consequently, citizenship behaviors among employees will grow and they would have more willing to provide organizational citizenship behaviors. Managers of the organizations, by identifying knowledge management processes and extending them, will encounter fewer expenses in the issues of information technology. And also with focus on organizational citizenship behaviors, they could direct their view and their employees toward the organizational objectives and goals; so these types of behaviors, however, are beyond the duties and obligations of the employees, but will improve and increase the capabilities and abilities of individual and all members of the group and would be a factor for the survival of the organization in the competitive environment.

The study also shows a significant and positive relationship between organizational learning and its aspects with organizational citizenship behavior at Administrative of Youth and Sports in Kermanshah province. In managements which feelings of eligibility, the right to choose, effectiveness, meaningfulness and trusting among employees are more and considerable, the more organizational learning will exist. Based on this, increasing staffs eligibilities, believe in self-ability and capacities, the ability to influence on strategic outcomes, individual feeling about his. Its right to choose and self-confidence will also increase organizational learning. Knowledge management deals with issues such as organizational adaptation, survival and competence in encountering increasingly changing environment. In fact, knowledge management seeks synergistic combination of information processing, information technology and creative ability of human beings. Attention to the citizens in a democratic value system is rising. Organizations cannot move on their path without

their members as good citizens' acts and have positive behaviors. In organizations, knowledge is easily transferred and available to all employees. When employees access to corporate knowledge, they can know their environment and make it meaningful. They can find new and better methods for implementing their tasks, work together, fill the gap of knowledge, boost productivity, satisfy the customers and ultimately reach to effective competition. Organizations that through research and development or informal learning processes seek to generate new knowledge are superior to those which act based on other ones rather themselves.

According to the findings above, it can be deduced that by providing opportunities for professional growth and increasing their public information and responsible participation in organizational learning and political life cycle of an organization, we can strengthened organizational support and encourage employees and managers to participate actively in the organizations meetings to provide and receive constructive suggestions and through improving the effectiveness of units and organizational, and also improving the quality of administrative services to be participate in their organization efficiency growth. Also in communicate with people out of the organization, civil behavior through volunteer and participate actively in the meetings by group actions' coordinating of team members, efficiency and effectiveness of groups and organizations will provide a positive image of the organization and promote the reputation of the organization. Conscious staffs usually, have high performance and by reducing the volatility in united working performance will lead to stability of organizational performance.

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