# The Impact of Knowledge Sharing on Organizational Citizenship Behavior Based on Islamic Values (Case Study: Sistan and Baluchestan University)

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**Abstract:** This study examines the impact of knowledge sharing focuses on organizational citizenship behavior based on Islamic values. The aim of this study in terms of its application to data collection is a survey research. The study populations, government employees, including 299 people are Sistan and Baluchestan. Sampling was done according to Morgan table. The sample size was 166 people. In order to collect data from three interconnected questionnaire to assess the level of knowledge sharing and organizational citizenship behavior based on Islamic values among 180 employees of cystine and Balochistan were distributed which finally 166 questionnaires were analyzed. Data were analyzed using SPSS Software. Stepwise regression analysis shows that all hypotheses was confirmed and the results showed that each of the variables (knowledge sharing arrangements, clear, invisible, strategic and experts) and organizational citizenship behavior based on Islamic values no significant effect has it. And knowledge sharing between components, two of its components, strategic knowledge sharing and knowledge sharing reveal the most significant role in the prediction of organizational citizenship behavior based on Islamic values.

**Key words:** Knowledge sharing, organizational, citizenship behavior islamic values, regression, stepwise

## INTRODUCTION

In today's information society, knowledge is known as a key source of growth and development. Communities move towards a knowledge society, the knowledge economy and learning economy are its main characteristics, confirms this. While in the past period, achieving physical assets of the organization was considered the key to competitive advantage in knowledge societies, access to knowledge, competence and creativity are essential factors to maintain competitive advantage (Rifua and Souraki, 2015). Since in various countries, including Iran, managers keen to establish knowledge management systems Drsazman Ha with the aim of utilizing it an important loss of useful results. One of the most important and Mshtrk Tryn processes introduced in different structures for knowledge management, knowledge sharing and motivating individuals to share their knowledge in organizations, knowledge management practitioners in the world is the one Azmhm Tryn priorities (Danaeefard and Ahmad, 2011).

Universities and higher education institutions, play an important role in promoting the sharing of knowledge among students and they are trying to improve it. This becomes more important when That universities and higher education institutions, development of knowledge sharing in different levels of knowledge linked with the production of knowledge in this environment. It has been proved that facilitates active and voluntary knowledge essential component in effective and meaningful learning Students at the university level and may lead to personal growth (Chong et al., 2014). The sharing of knowledge not only benefits the individual but also organizational benefits as well and leads to organizational effectiveness, ie the resultant sharing of knowledge, new knowledge creation and innovation and thus improve the performance of the organization (Sohail and Davd, 2009).

As a knowledge-based activities, knowledge sharing is a fundamental tool through which employees can program knowledge, innovation and ultimately competitive advantage to help. Knowledge sharing that knowledge sharing between individuals and teams implies a voluntary basis is critical to the organization's knowledge management. It should be noted that encourage employees to share knowledge on a voluntary basis, it is simple and easy; in other words, one of the main challenges of knowledge management, getting people to share what they know, why do people think this is why people have the knowledge they have gained barely In others while the knowledge of one of the key factors in their personal advantage of the company.

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That's why organizations spend millions of dollars of KM projects so they can enjoy the benefits of it. However, even the top companies of the world, billions of dollars lost because of lack of knowledge sharing. These findings suggest that the problems faced by organizations for sharing knowledge. It also highlights the fact that if a requirement is not in the organizations and the staff is not motivated Even to attract the best employees and deploy advanced information and communication technologies and organizational innovation in knowledge sharing can not be achieved without much success. Researchers believe HRM practices have a significant impact on knowledge sharing (Seyed *et al.*, 2015).

In this regard, convince people to transfer their knowledge and the proper way to deny this transfer is of vital importance. Should be raised and supported behaviors in people and recognizes that in order to facilitate knowledge sharing between organizations and individuals. Organizers are trying to apply that beyond the duties and role of employees specified in the job description act. Those employee behaviors that over and beyond the requirements of their official duties, in line with the objectives of the organization are working under the organizational citizenship behavior as discussed (Danaeefard *et al.*, 2011).

It is believed that the organization's performance strongly now largely beyond the requirements of their employees, it depends. The importance of citizens as a source of understanding is very important, OCB is a valuable and useful behavior That people arbitrarily and voluntarily express their Directly by the formal systems in organizations is not designed, However, the effectiveness and efficiency The performance of the organization. When organizational citizenship behaviors carried out by staff Managers and supervisors have reduced the organization's cost control function Managers and supervisors have reduced the organization's cost control function And mechanisms for monitoring employees consider less. The organization needs to allocate sufficient resources to maintain the structure down and frees resources for efficiency (Karimi and Akbari, 2014).

Due to the increased effectiveness has always been one of the issues of concern for managers, Therefore, understanding the organizational citizenship behavior and its influencing factors can be considered effective and helpful step in this direction On the other hand, the most important obstacle to the effective implementation of knowledge management, lack of culture of sharing knowledge and lack of understanding of the numerous advantages it. In general, it is expected to create an atmosphere evokes a sense of citizenship among employees and organizational areas of information sharing

and provide more experiences and thereby move the organization on the path to success (Qelich and Hakimi, 2013). As well as studies on organizational citizenship behavior has less to talk about faith in the cause of manners So that more of the non-religious issues focused on organizational citizenship behavior and the inner root of this behavior, particular attention has been taken. If you have a religious origin for the organization citizenship behavior will have adverse effects. This approach is based on the premise that humans can not do without having to think and ideals and faith, have a healthy life or do something useful and productive for humanity and human civilization. So, religious faith that gives credibility to the moral values and leads to social unity (Ranaei *et al.*, 2013).

The role of knowledge sharing in knowledge management government agencies so important that some authors assert that there is "knowledge management to support the sharing of knowledge". The importance of knowledge sharing that knowledge sharing to improve performance and provide customer service and reduce costs, The development of new goods and services and the delay in the delivery of services and goods to customers And ultimately reduce costs related to access a variety of valuable knowledge within the organization (Sohrabi *et al.*, 2011).

As of Imam Ali is, he is so focused on the issue of dissemination and sharing of knowledge and learning Who said: "Whoever has My word teach me your servant". The Prophet Muhammad says that: "Follow your knowledge even in the far as China". This hadith and Qur'an explicit emphasis on the difference between the world and ignorant and explicit sayings of Imam Ali and other Imams in this regard, The importance of proper management knowledge sharing is to remind us. Because we value system of the country is Islam, it is recommended that values the work of the Islamic world to be And in particular the Islamic values of this culture should be authoritative and comprehensive research. In this regard, this study sought to answer the fundamental question is whether knowledge can be shared Islamic values based on organizational citizenship behavior at the University of Sistan and Baluchestan effective?

**Literature review**
**Sharing knowledge:** A combination of experience, knowledge, values and attitudes specialized information systematic framework for evaluating and utilizing the experiences and provides new information. Knowledge can be grouped into two categories: explicit and implicit. Explicit knowledge could then be easily recorded, classified and stored and transported in an official

language, simple and easy while tacit knowledge hidden in everyday actions and rooted mental models (Naderi, 2014. Davenport and Prusak, also know as "the composition of the experience, values, contextual information and expert insight that provides a framework for evaluating and brings experience and new information, had defined" (Akhavan, 2015).

Knowledge management means developing and exploiting knowledge assets of the organization. In other words, knowledge management is the systematic and consistent enterprise-wide coordination of activities, including acquisition, creation, storage, sharing and application of knowledge by individuals and groups refers to organizational goals (Nikoukar *et al.*, 2014 .

Although, some believe that knowledge is power but knowledge itself, it seems, has no power but something that gives power to the people, it is part of the knowledge they have shared with others. One cycle of knowledge management and knowledge sharing as a means to put your knowledge to others and naturally, acquiring knowledge of others in times of need. Individual knowledge into corporate knowledge to be shared not only with other members of the (Sarlak and Eslami, 2011).

Different definitions of knowledge sharing is presented believes that knowledge sharing among staff accessibility means knowledge to other employees in the organization. A process through which an individual's knowledge and used in a way that is understandable to others becomes He believes that practical knowledge sharing is voluntary and no compulsion to do it (Salavati *et al.*, 2014). Knowledge sharing is simply a set of behaviors that lead to the exchange of information or help others (Connelly and Kolovi, 2003).

Tang and Chung also believe that sharing knowledge is an important tool to achieve the proper functioning of the organization (Marzooghi *et al.*, 2014).

McDermott has defined knowledge sharing: When we say that your knowledge will facilitate individual, in the sense that The person, another person with the knowledge, insight and your thoughts will guide you to help him better see that your position (Keshavarzi *et al.*, 2013). Five knowledge sharing mechanism in the model as secondary research variables are as follows:

**Knowledge-sharing arrangement:** That occurs when the same group of knowledge workers, a similar job once again using their own knowledge. According to Dixon, this requires that each individual has gained unique knowledge, pass within a group; So that knowledge can not find a meaning for the whole group. Nature of work, repetitive and non-uniform and the kind of knowledge that can be transmitted, can be both obvious and hidden.

**Sharing explicit knowledge:** Occurs when an employee experiences a knowledge of doing something similar in the other team. Student groups openly and in terms of numbers of scientific formulas, specifications and the like are multiplexed. The Dixon in many organizations this same system of "best model" in the project are. Nature of the Work Group, repetitive and monotonous.

**Hidden knowledge sharing:** That occurs when the same group of employees working knowledge of using knowledge others do in another context. The other group as Tacit knowledge is knowledge transmitted through social activities. Dixon sharing of tacit knowledge is vital for some organizations. Because tacit knowledge is to create competitive advantage for organizations. Nature of the Work Group, repetitive and non-uniform. The mechanism of such "near-sharing" is called. Not because of the physical location but also because of the similarity between source and receiver.

**Strategic knowledge sharing:** Occurs when a group responsible for anything that happens rarely or an exceptional project takes And wants the experience of others within the organization who have done similar work use. In this mechanism, often upper management of the company and the type of knowledge needed to do the job set. The kind of knowledge that can be transmitted, can be both hidden and obvious.

**Sharing expertise knowledge:** Occurs when the general knowledge and experts within or outside the organization revealed a source In order to enable the group to solve new problems with new methods and knowledge transfer. This knowledge is when the group is doing something exceptional and unusual uniform and with a technical problem beyond the scope of their knowledge error. The knowledge that question is usually, in a directory or can not be found in standard documents (Hadizadeh *et al.*, 2012).

**Organizational citizenship behavior:** The concept of organizational citizenship behavior by Organ and his colleagues first introduced in 1983. Primary research was conducted in the field of organizational citizenship behavior, more to identify their responsibilities or behaviors that employees in the organization but most of them were ignored. This behavior than the traditional performance evaluation measure was incomplete job Was neglected or even sometimes very effective in improving organizational effectiveness. Organizational citizenship behavior as behavior that job through versions have not been determined but will facilitate the achievement of

organizational goals has been defined. OCB organ as a kind of behavior defines staff The effectiveness of the organization's performance goals regardless of the individual productivity of each employee raises (Castro *et al.*, 2004). OCB is voluntary and deliberate behaviors that reward system, ability to organize and identify it is not directly or implicitly And although it is not required by the organization but overall, the effective yield increases (Felfe and Yan, 2009; Peng and Chiu, 2010).

Organizational citizenship behavior as the desire and motivation of employees in order to help each other to go beyond the formal requirements of a job, Align personal interests with corporate interests and the real interest of the organization's overall activities and missions have defined.

Considered the benefits of organizational citizenship behavior of these species on. improving productivity, release of resources. Attracting and retaining good staff and the creation of social capital through better communication networks and strong more.

**Key elements of organizational citizenship behavior:** Behavior, beyond what has been officially recognized by organizations for employees:

- Completely voluntary and based on the will of the individual
- The formal structure of the bonus will not be credited or not
- The organization is very important and it is essential for the effectiveness and efficiency

**Organizational citizenship behavior dimensions:** Various aspects of defining and applying the concept of organizational citizenship behavior suggested. Despite increasing attention to the issue of citizenship behaviors, with review of the literature, the lack of consensus on various aspects of this concept becomes evident. For example, in terms Matin *et al.* (2010) organizational citizenship behavior includes altruism, work ethic, sportsmanship, civility and courtesy, social customs, creating harmony between people, protecting corporate resources and organizational loyalty (Sehat and Diani, 2014). Organ *et al.* (2006) also scale five of Organizational Citizenship Behavior (OCB) provided that the statements are as follows:

- Altruism: good behavior and profitability by creating intimacy, empathy and compassion among co workers

- Conscientiousness (conscientiousness): voluntary behavior intended to assist the organization in which employees from their jobs go beyond such as voluntary behavior on the side of the main tasks, maintain organizational rules and use all the hours of work
- Chivalry: the willingness of employees to handle the situation, including the least ideal conditions it is without any complaint
- Civic Virtue: reflect behaviors that indicate the person responsible participation in corporate affairs and his value to the organization such as participation in extracurricular activities when attendance is not required
- Polite and considerate activity to help avoid problems that may be related to work done for others (Taghizadeh and Soleimani, 2015). Since this division is the most common grouping, the study also measured the dimensions of organizational citizenship behavior

**Organizational citizenship behavior based on Islamic values:** Islam as the final religion, in all areas, in accordance with the teachings of comprehensive and genuine human happiness and perfection is released The OCB is unmatched orders that no society can claim without making them practical realization of the aspirations of the community. Many verses and hadiths to the conduct of citizens from relatives, neighbors, colleagues and so on point that is distinct. Compared to conventional approaches in explaining the behavior of citizens, one of the distinctive features of Islamic approach to this issue taking into account the intentions of people in this behavior. In this sense it is possible to portray their work with good intentions and bad behavior of colleagues engaged citizens. In these cases, not only to the organization but also damages such behavior can lead to behavior that reduces the efficiency of the organization. "Citizenship if they have a religious origin for the organization will not have adverse effects. This approach is based on the assumption that one can not without thought and ideals and faith, have a healthy life or do something useful and productive for humanity and human civilization. So religious faith that moral values credibility and cause social unity occurs (Motahhari, 1978). Some of the most important duties of a citizen in Islamic society are the words:

- Not trampling people's rights (rights of people) and respect the rights of citizens
- Ahsas responsibility towards others and helping them in times of natural disasters and abnormal

Respecting Islamic morality in social interactions is one of the indicators of this type of behavior that has been emphasized in Islam and in this regard can be created such as Hassan (Al-Imran, 159), humility (al-Furqan, 63) and patience (Nahj al-Balagha, Wisdom 144) was noted. Islamic ethics reform as a foundation for reforming society knows and almost the most basic human morality on the basis of the Quranic message is presented. Patience, humility, honesty and sincerity, action, cooperation, altruism, goodness, courage and fortitude, generosity and kindness, disregarding the prohibitions and the like, including moral message of the Qur'an That all of the principles of urban community value During the course of happiness and prosperity for the citizens of the Muslim community should they be adorned and bound and required to perform them know. Undoubtedly, religious beliefs, moral and Islamic beliefs, the effective elements in the formation of good behavior and thereby improve The behavior of staff and organizational citizenship behavior. Under the guidance of the thoughts was because on the one hand and on the other hand, encourages correct behavior in the organization (Rezaei and Sabzikaran, 2012).

**Discipline:** Means garnishing order, the rewards and order and discipline in the sense of order and discipline, order and properly, no chaos, order taking and adornment. Discipline of the staff makes everything and everyone in the organization is in its place And the organization and the staff is dressed in a manner that is likely to attract clients And the orderly and rational in its programs and organization to achieve its goals.

**Responsibility:** Ethics accountability office, the main basis so that any kind of irresponsibility on the right track and moving in perversity is the latest. Accountability means that staff morale, according to the authority given to it, must be held accountable to the organization and their superiors. On this basis, it must accept the consequences of their actions and decisions and not impose it on people or other units.

**Bailment:** As honest work and responsibilities and doing things with the approach of integrity, ethics is essential. If human labor and responsibilities entrusted know, certainly respect it and tries to pass it forward well and thriving in the. So in the spirit of trusteeship causes the employees to use their resources more carefully And resources to be used efficiently and increase efficiency. The employees do not waste each other's rights and to strive to fulfill their promises and keeping secrets organizations and their partners.

**Dignity:** Literally dignity of anti-mailing and Penny and also means that in humans there are good qualities And who is adorned with all kinds of goodness and virtues Karim said. Testaments, postal and dignity of baseness and symmetry to moral virtues. Employees generous spirit have never sought to destroy others do not arise in the interactions And if the right is exercised by the magnanimity of the pass And ignore errors peace and calm at all times to maintain.

**Justice:** Justice in governance and management, protect themselves from carnal desires and begged the post, can put everything in its place, getting each and entitled to the right to avoid discrimination And who does not have this ability, no doubt to be drawn transgressions and aggressiveness. Who can benefit society towards justice or organization based on fair relations run The self-appointed justice and justice are calling. If justice is to be institutionalized in the organization causes Even in the poor working conditions of employees in achieving organizational goals all your efforts to apply; Because they have come to believe that the organization would not violate their rights.

**History research:** Terry Wallace, a study entitled "The impact on job satisfaction culture of sharing knowledge in accounting firms, public authority mediating effect in central Greece" did. Results showed that knowledge sharing with the role of public authorities have an impact on job satisfaction.

Lee (2011), a study entitled "The impact of knowledge sharing on job attitudes to the role of mediator organizational citizenship behavior" did. The results show that the dependence of employment, job satisfaction and behavior of private citizens and positively related to knowledge sharing behavior of staff. However, organizational commitment negatively correlated with knowledge sharing behavior. This showed that OCB is a significant mediator between job attachment, job satisfaction, organizational commitment and knowledge sharing behavior is not.

Nugraheni *et al.* (2012), a study entitled "The impact of knowledge sharing capabilities, the ability to absorb knowledge, formal mechanisms and innovative capabilities with each other" did. The findings suggest that knowledge sharing has a significant impact on availability of potential students And the organization's ability to learn and internalize knowledge and applying knowledge in the organization's ability to make a positive impact and the relationship between the ability to absorb potential and actual absorption of knowledge is not the official mechanisms Also, the ability to absorb knowledge on the innovative potential and the positive impact of the innovation process.
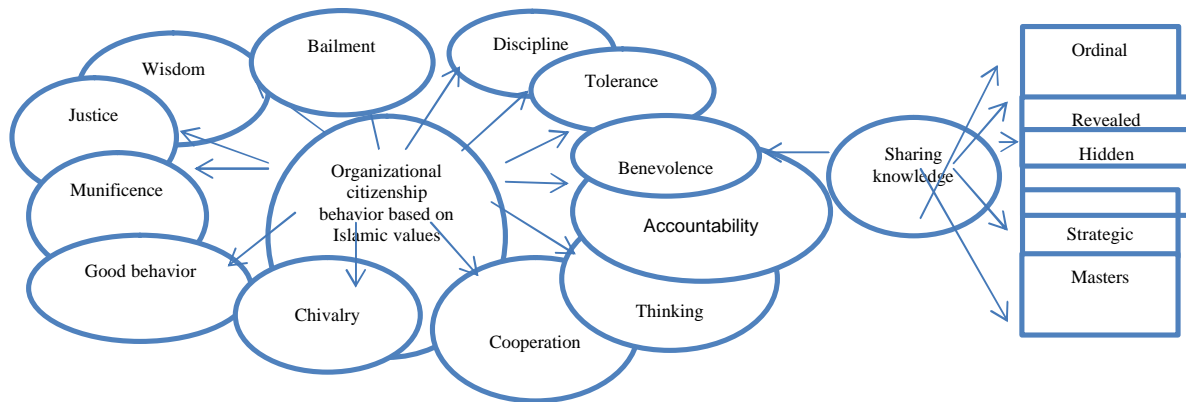
Fig. 1: Conceptual model

Yazdanshaanas and Khoshnoud (2014), a study titled "Model the relationship between knowledge sharing and organizational citizenship behavior based on the concepts of Positive Organizational Behavior" did. Research findings while confirming the hypothesized relationships in the conceptual model, the role of mediator in the relationship between psychological capital and organizational citizenship behavior, psychological empowerment and knowledge sharing behavior confirmed. In addition, it was found that the role of mediator for the variables of psychological empowerment is little more than psychological capital.

Rahmanseresht and Hussein (2014), a study titled "organizational citizenship behavior mediate the impact of job attitudes on knowledge sharing behavior" did. The results showed that among all aspects of employment, job involvement and organizational commitment directly and job satisfaction directly and indirectly contribute to organizational knowledge sharing. In addition, indirect behavioral control and subjective norm for direct and indirect influence on knowledge sharing behavior; Meaning, job involvement and organizational commitment only directly leads to knowledge sharing.

A study entitled "explain the organizational citizenship behavior based on Islamic teachings" did. The results showed that the emphasis on Islamic teachings in the organization can play a prominent role in transcending the mental capacity of staff and organizational citizenship behavior and moral relations governing the organization is based.

Hosseini and Danaeefard (2012), a study entitled "The impact of organizational citizenship behavior on knowledge sharing: The mediating role of organizational culture" have done. The results of this study show that the dimensions of organizational citizenship behavior (respectively: work ethic, sportsmanship and social mores) have the greatest impact on knowledge sharing.

There are also organizational culture as a mediator in this respect, this impact increases to more than three and a half times that represent a broadly importance of this variable in this relationship.

Danaeefard *et al*. (2011) a study entitled "Reflections on the promotion of knowledge sharing in light of organizational citizenship behavior (case study: Ministry of Housing and Urban Development and the Ministry of Transportation)" did. The results of the tests showed that the correlation between organizational citizenship behavior and its dimensions except chivalry and knowledge sharing at the 99% confidence level was positively correlated.

**Conceptual model:** The design study concept, part of the collection of information on library studies, specialized publications, research findings were relevant That the search was conducted in databases and libraries. At first extensive study was done in the background and relevant articles were reviewed. Then Dixon used for variable knowledge sharing model that includes five aspects of knowledge sharing arrangements, clear, invisible, strategic and expertise. And for changing organizational citizenship behavior of Oregon and Kanvsky model that includes five dimensions altruism, conscientiousness, sportsmanship, civic virtue and courtesy and consideration is used And to the Islamic values of five dimensions, including discipline, accountability, integrity, dignity and justice is used when the dimensions of the study kurd have been extracted. Based on what is presented in Fig. 1, the following hypotheses for this study have been explained:

**Research hypothesis:** Knowledge sharing arrangement will affect organizational citizenship behavior based on Islamic values. Knowledge sharing is an obvious influence on organizational citizenship behavior based on

Table 1: The main hypothesis test

| Meaningful relationship | Sig. | T statistics | B standard | F statistic | The coefficient of | The correlation determination | Main hypothesis coefficient R |
|---|---|---|---|---|---|---|---|
| There is | 0.000 | 5.430 | 0.39 | 29.487 | 0.152 | 0.39 | Knowledge sharing has an impact organizational citizenship behavior based |

Islamic values. Sharing tacit knowledge has an impact on organizational citizenship behavior based on Islamic values. Strategic knowledge sharing has an impact on organizational citizenship behavior based on Islamic values. Sharing expert knowledge on organizational citizenship behavior based on Islamic values influence.

## MATERIALS AND METHODS

The aim of this study is applied and in terms of methodology, a description of the survey. The research population includes employees of the University of Sistan-Baluchistan. Morgan table was used to determine the sample size Considering the population size, the sample size of 166 patients is intended to return the desired result, 180 questionnaires were distributed. In this study, a questionnaire was used to collect data. To measure the variables of knowledge sharing questionnaire Dickinson (2001) and organizational citizenship behavior questionnaire used Oregon and Kanvsky And according to the questionnaire on organizational citizenship behavior based on Islamic values there Thus, the questionnaire used in the field of Islamic values. In this study, the two standard questionnaires and verified its validity by other studies, from the viewpoints of experts, academics and experts The validity of the questionnaire was used to that according to the agreement of this questionnaire is a content validity. The most common multiple-choice questions of the present study was to test the reliability of Cronbach's alpha coefficient is Which is a test of logical consistency to all the questions are answered by the respondents in a measure or a questionnaire. The reliability of the questionnaire in this study because the amount of 7.0, 86.0 and more, so reliability is acceptable.

## RESULTS AND DISCUSSION

In order to analyze the data according to a continuous scale interval data as well as after ensuring normal distribution Through the Kolmogorov-Smirnov test, Pearson correlation and linear regression and parametric Enter and Stepwise using SPSS Software is used.

**The main hypothesis:** Knowledge sharing based on Islamic values affect citizenship behavior. According to

MySQL Pro SPSS, Pearson correlation coefficient between these two variables is 0.000 times 39.0 and a significant number The standard significance level of less 05.0. The hypothesis $H_0$ is rejected at the 95% confidence level. So given that the correlation coefficient between these two variables is a positive sign, It can be said that a significant positive relationship between knowledge sharing and organizational citizenship behavior based on Islamic values in Sistan and Baluchestan University (Table 1).

**Secondary research hypothesis:** The results of hypothesis tests for correlation sub knowledge sharing and organizational citizenship behavior based on Islamic values show The correlation coefficients calculated for about five ordinal variable knowledge sharing, knowledge sharing reveal hidden knowledge sharing, knowledge sharing, strategic and sharing expertise And organizational citizenship behavior based on Islamic values, respectively (238.0), (318.0), (241.0), (355.0), (348.0) and a significant number of all cases less than significant level standard (05.0) is. The null hypothesis for each test hypothesis is rejected five of the 95% confidence level. Since the correlation coefficient between each of the variables and organizational citizenship behavior based on Islamic values is a positive sign, It can be said that between five variables knowledge sharing arrangements, sharing of explicit knowledge, sharing tacit knowledge, knowledge sharing, strategic and sharing expertise with organizational citizenship behavior based on Islamic values at the University of Sistan and Baluchestan positive and significant correlation (Table 2).

During investigation, the researchers came to the conclusion that the power rating of the components of knowledge sharing and its impact on organizational citizenship behavior based on Islamic values achieved And for this purpose the stepwise regression was used to test the results of which are summarized in Table 3.

Table 3 shows that the knowledge sharing component, two component, strategic knowledge sharing and knowledge sharing reveal the most significant role in the prediction of organizational citizenship behavior based on Islamic values. If you are in the table above, in the first step of strategic knowledge sharing (predictor variables) entered the regression equation and 12% of citizenship behavior based on Islamic values (criterion

Table 2: Test hypotheses

| Meaningful relationship | Sig. | t-statistics | B standard | f-statistic | The coefficient of determination | The correlation coefficient R | Theories | Number |
|---|---|---|---|---|---|---|---|---|
| There is | 0.002 | 3.140 | 0.238 | 9.8870 | 0.057 | 0.238 | Knowledge-sharing arrangement will affect organizational citizenship behavior based on Islamic values | Sub 1 |
| There is | 0.000 | 4.295 | 0.318 | 18.448 | 0.101 | 0.318 | Knowledge sharing is an obvious influence on organizational citizenship behavior based on Islamic values | Sub 2 |
| There is | 0.002 | 3.179 | 0.241 | 10.107 | 0.058 | 0.241 | Sharing tacit knowledge has an impact on organizational citizenship behavior based on Islamic values | Sub 3 |
| There is | 0.000 | 4.869 | 0.355 | 23.703 | 0.126 | 0.355 | Strategic knowledge sharing has an impact on organizational citizenship behavior based on Islamic values | Sub 4 |
| There is | 0.000 | 4.749 | 0.348 | 22.551 | 0.121 | 0.348 | Sharing expertise on organizational citizenship behavior based on Islamic values influence | Sub 5 |

Table 3: Multivariate stepwise regression analysis to predict the organizational citizenship behavior based on Islamic values.

| Step | Variables | R | $R^2_{Adj}$ | F-value | ß | t-value | Sig |
|---|---|---|---|---|---|---|---|
| 1 | Strategic knowledge sharing | 0.355 | 0.121 | 23.703 | 0.355 | 4.869 | 0.000 |
| 2 | Strategic knowledge sharing + | 0.388 | 0.140 | 14.433 | 0.260 | 3.077 | 0.002 |
| | knowledge sharing evident | | | | 0.182 | 2.153 | 0.033 |

ssvariables) to predict And most prediction of organizational citizenship behavior based on Islamic values have been at the University of Sistan and Baluchestan. In the second step regression equation sent a clear knowledge sharing that with strategic knowledge sharing components On the whole, 14% of criterion variables to predict changes have obvious knowledge sharing component alone 2% of the variability predicts criteria.

## CONCLUSION

According to the results of the study assumed correlation analysis, we can say that The sharing of knowledge and organizational citizenship behavior based on Islamic values in Sistan and Baluchestan University There is a significant positive relationship. Also according to the statistical results based on regression analysis can be claimed that the sharing of knowledge on organizational citizenship behavior based on Islamic values influence And to increase knowledge sharing, organizational citizenship behavior based on Islamic values also increased, Photos can also be claimed in this regard. In other words, the development and improvement of organizational citizenship behavior based on Islamic values in the organization needs to improve knowledge sharing and knowledge sharing, in other words the development of clear strategic dimension in the organization. The results of the research findings in this field geologist and pleasing God, Danaeefard *et al.* (2011), Lee (2001) also gained. This research examines the impact of any share knowledge on organizational citizenship behavior and the relationship between variables were examined. The results of the research findings and knowledge Hosseini and Danaefard (2012), Rahmanseresht and Hussein (2014) is aligned The

difference is that their impact on knowledge sharing have examined organizational citizenship behavior. Examined the organizational citizenship behavior based on the teachings of Islam have explained, The results showed that the emphasis on Islamic teachings in the organization can play a prominent role in transcending the mental capacity of staff and organizational citizenship behavior And the ruling of the organization is ethically appropriate. as well as the impact of religious faith on organizational citizenship behavior studied The results showed that religious faith can impact on organizational citizenship behavior. In the case of the secondary hypotheses, statistical results based on correlation analysis shows Between knowledge-sharing arrangement, sharing explicit knowledge, tacit knowledge sharing, knowledge sharing, strategic and sharing expertise with organizational citizenship behavior Based on Islamic values among the staff of the University of Sistan and Baluchestan there is a significant positive relationship. Also according to the statistical results based on regression analysis, we can say That each of the variables in increased organizational citizenship behavior based on Islamic values in Sistan and Baluchestan University has a positive impact. As it turned out, the participants in research, knowledge sharing, strategic and explicit knowledge sharing Thus a greater role in knowledge sharing to influence Islamic values are based on organizational citizenship behavior. In this part of strategies to improve the sharing of knowledge on organizational citizenship behavior based on Islamic values in Sistan and Baluchestan University, expressed as follows. As it turned out, the participants in research, knowledge sharing, strategic and knowledge sharing in order to reveal a greater role in knowledge sharing impact on organizational citizenship behavior based on Islamic values. In this part of strategies to improve the sharing of knowledge on organizational citizenship

behavior based on Islamic values in Sistan and Baluchestan University, stated as follows in throughput.

## SUGGESTIONS

In order to promote knowledge sharing arrangements recommends that university authorities, to encourage employees to conduct their own knowledge and experiences with other colleagues in their organizational unit.

In order to improve the strategic knowledge sharing recommended that That managers engage employees, their knowledge in long-term planning and strategic use of And classes and held briefings for managers and those taking advantage of the knowledge available to encourage universities. As well as senior managers in retrospect and receiving feedback, the knowledge needed to develop strategies and create competitive advantage identify and explain the university.

In order to promote the sharing of explicit knowledge is suggested that an appropriate archive for collecting and storing knowledge and experiences be documented staff And in addition, suitable electronic system for sharing technical information document such as database and system design documents for staff.

Recommends that university administrators in the field of tacit knowledge by creating an atmosphere of trust and confidence in the University area provide Staff more confidence to share their knowledge and experiences with others. Also, could the camps and recreation programs for staff in order to create an atmosphere of intimacy and trust hold.

As well as to improve sharing of experts also recommended that the university managers meetings and meetings with experts from other universities University has supported local experts. And for this purpose funds and more use of electronic tools such as e-mail systems and virtual forums and employees are encouraged to use it.

In order to improve organizational citizenship behavior based on Islamic values also recommends that the friendly relations agencies be given, in the friendly conversation sessions in the areas of intellectual, cultural and emotional to be there and the authorities cultural organizations have a significant presence and respect the employees to work together in the workplace. Researchers who are willing to do research work in this field following recommended that:

It is recommended to rank components sharing of knowledge in universities and higher education institutions in Sistan and Baluchestan research and comparison done between public and private universities. Recommended that knowledge sharing impact on organizational citizenship behavior based on Islamic values in other organizations do. The different organizations in terms of organizational citizenship behavior based on Islamic values assess.

## LIMITATIONS

The main limitations of this study are as follows:

- Limitations in social science research one of the limitations of this study because a number of factors that are outside the control of an important loss researcher and investigator, despite efforts to control the external factors, the outcome of the investigation period. For example effect
- Also, one of the major limitations of the research data it collected through questionnaires attending the questionnaire in detail inherent problem of perception, attitude and behavior is the respondents which in turn can affect the outcome of the investigation influence
- The results should be considered in the use and expansion of the research in a particular organization (University) and by a specific respondent group (staff) is done

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