

PERCEPTION OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A CASE STUDY OF TANGSHAN DEPARTMENT STORE GROUP CO., LTD.

Niu RONGBO¹ and Phatthararuethai KENIKASAHMANWORAKHUN¹

¹ Faculty of Business Administration, Thongsook College, Thailand;
niu_r@gmail.com (N. R.); oilpunpun2522@gmail.com (P. K.)

ARTICLE HISTORY

Received: 24 March 2023

Revised: 12 April 2023

Published: 24 April 2023

ABSTRACT

This research aimed to study personal factors and perception of organizational culture that affect the organizational citizenship behavior of employees of Tangshan Department Store Group Co., Ltd. The sample group used in this research consists of 400 employees of the company—data collection by questionnaire and sampling with the convenience sampling method. Data were analyzed by t-test, F-test, and multiple regression analysis. The results showed that personal factors, namely gender, age, and income were different, affected organizational citizenship behavior differently at a statistically significant 0.05 level. And the perception of organizational culture in achievement culture, clan culture, and bureaucratic culture affected organizational citizenship behavior at a statistically significant 0.05 level, which had a predictive power of 61.5%.

Keywords: Personal Factors, Perception of Organizational Culture, Organizational Citizenship Behavior

CITATION INFORMATION: Rongbo, N., & Kenikasahmanworakhun, P. (2023). Perception of Organizational Culture on Organizational Citizenship Behavior: A Case Study of Tangshan Department Store Group Co., Ltd. *Procedia of Multidisciplinary Research*, 1(4), 9.

INTRODUCTION

Every organization needs employees willing to put their hearts and minds to work for the company. However, technology plays a vital role in business operations. But having an organization with people willing to support, mobilize, and protect it is a great success from a sustainability standpoint. Given the fierce competition in both manufacturing and human resources, especially among experienced or highly skilled employees, it is undeniable that many organizations are developing good corporate citizenship (Kernodle & Noble, 2013).

Organizational citizenship behaviors are how employees in an organization work together and help each other achieve organizational goals related to employee retention and organizational performance. In addition to work-related behaviors, the organization has used two behaviors to evaluate performance: in-role behaviors and extra-role behaviors, which the organization has not specified. They are the values that the organization wants to achieve (Khan, 2020).

Organizational citizenship behaviors, however, differ in terms of organizational values and culture. Consequently, organizations need to raise awareness of organizational culture as a factor in effective performance. To act as a good employee, one must know one's duties, be responsible and diligent, always strive for knowledge, act as a favorite of superiors and subordinates, and maintain etiquette and order in the workplace. If one observes the rules of etiquette, one can work smoothly with others. In addition to promoting generosity and unity in the workplace, it is crucial to maintain good relationships with colleagues and maintain effective communication at work. In addition, they must sacrifice their time or even their lives for the common good.

Founded in 1984, Tangshan Department Store Group Co. Ltd. has a variety of businesses, including famous department stores and large enterprises that operate department store supermarkets for electrical appliances, logistics, pawn stores, e-commerce, etc. The company's stores are spread across cities, counties, and districts; more than 24 groups serve ten counties and districts in Tangshan City with a total operating area of 760,000 square meters. The company employs more than 20,000 people and grew to this size in 1993 through the merger and acquisition of 11 loss-making enterprises, including the Municipal Textile Wholesale Company, Dabai Wholesale Company, Xiaobai Department Store, and sugar and wine enterprises. The company also completed its system reform and became a private joint venture. After that, Tangbai's structure was adjusted according to the strategic concept of "taking over urban areas and spreading into districts and counties," which made the company progress rapidly. To accelerate growth and achieve the goal of increasing the company's financial benefits, including employees' monthly wages. Therefore, the merger of supermarkets, electrical appliances, logistics, and pawn stores is also a source of e-commerce and outlet businesses in all cities, counties, and districts. This strategic business model helps the company to occupy a leading position in the region.

The above situation shows that Tangshan Department Store Group Co., Ltd. is different and has a variety of stores. This arouses the researcher's interest in studying the company's organizational culture and exploring how the employees perceive the culture in its different forms more than others and what kind of culture is perceived by employees as conducive to efficient performance from the perspective of organizational citizenship behavior. In workforce development, it is essential to have organizational citizenship behavior and to increase the maturity of employees to take on roles other than the duties at work for which they are responsible or perform effectively.

LITERATURE REVIEWS

Concepts and theories of the perception of organizational culture

Wong (2020) states that organizational culture refers to the fundamental values, beliefs, and principles that serve as the foundation of an organizational management system and a set of

management practices and behaviors that extend and reinforce it. Principles and practices exist because they are meaningful to members of the organization. It represents a strategy for the survival of an organization that has performed well in the past and that its members believe will continue to do well in the future. The changing organizational culture depends on senior management demonstrating the necessary changes and sending a message by sharing the organization's essential vision. Therefore, to bring out employees' full potential, there must be a leader who advises changes that align with organizational practices and is supported at each level of the organization. Make senior leaders' behavior a symbol of the organization's new organizational culture, including storytelling, mechanics, and improvements to improve communication efficiency.

Daft (1999) divided the elements of organizational culture into four categories, as follows:

- 1) Adaptability culture refers to an organizational culture that is highly flexible and emphasizes responses external to the organization. Members of the organization are free to act and make decisions to meet the needs of service users and don't stick to the old patterns. Encourage creativity, imagination, experimentation, and the risk of error from experimentation.
- 2) Achievement culture refers to a highly stable organizational culture and stable and focused environments internal to the organization—emphasizing orderliness and compliance. Obey and follow superiors' orders with an emphasis on logic. Working in steps and being thrifty preserves the original state if the environment does not change.
- 3) Clan culture refers to an organizational culture that is highly flexible and has an intra-organizational focus on the attention and participation of members within the organization, or teamwork—based on values, customs, a friendly working environment, or an emphasis on equality, taking into account the impact on others, taking care of each other like family members.
- 4) Bureaucratic culture refers to a highly stable organizational culture that is not very flexible, emphasizing acceptance from outside the organization and achieving complete and best results. Focus on diligence, commitment, and competition in the workplace to create results.

Concept and theories of organizational citizenship behavior

Organ (1988) established that organizational citizenship behavior refers to decision-making behavior to help others beyond employees' duties. To support and affect the organization's efficiency. This behavior is not formal but similar to a special role performed without expecting a reward. It also contains the behavior of a person who avoids unnecessary conflicts. Having a behavior dedicated to helping others is one example. They also cooperate and help members work together (Organ, Podsakoff, and Mackenzie, 2006).

Podsakoff, Mackenzie, Paine, and Bachrach (2000) stated that organizational citizenship behavior is a behavior that is beneficial and affects the efficiency of the organization because it promotes a higher quantity and quality of work and allows people to work in more roles as if the number of personnel increased endlessly. It is also an important tool that makes personnel willing to work despite lacking an incentive or reward (Avinash and Lime, 2009). Therefore, organizational citizenship behavior stems from the organization's commitment. If personnel get a job they like or are satisfied with from the organization, it will drive them to work efficiently (Meyer, Becker, and Vandenberghe, 2004).

Organ (1991) identified the constituents of organizational citizenship behavior (OCB), which is divided into five components as follows:

- 1) Altruism refers to behavior in which a person is willing to help with work or other people's problems at work.
- 2) Sportsmanship refers to the behavior of a person who shows patience and tolerance for grievances. Avoid complaining, gossiping about other people, or willingly stressing various pressures, even if you are not satisfied. Because there is a need to rely on one another at work, even though there is sometimes a right to seek justice or file a complaint, complaining will

increase the burden on the executives, and there will be a protracted argument with each other until they neglect their interest in the operation.

3) Courtesy refers to behavior in which a person respects the rights of others. To prevent problems that may occur as a result of the actions and decisions of one person that affect others.

4) Conscientiousness refers to behavior that a person exhibits when they strictly comply with the organization's rules.

5) Civic virtue refers to behavior that supports the organization in terms of management rather than simply monitoring the organization's current situation. It also means following up on other matters in the organization.

The relationship between organizational culture and organizational citizenship behavior

Organizational culture and organizational citizenship behavior (OCB) are two key concepts in organizational behavior. Organizational culture refers to the shared values, beliefs, attitudes, and behaviors that characterize an organization. At the same time, OCB refers to voluntary behaviors that go beyond formal job requirements and contribute to the organization's overall well-being. This literature review will explore the relationship between organizational culture and OCB, drawing on existing research and theories.

First, several studies have suggested that a strong organizational culture can positively influence OCB. For example, a study by Podsakoff et al. (2000) found that employees who perceived a strong organizational culture were likelier to engage in OCB than those who perceived a weak one. This is because a strong culture can provide employees with a sense of belonging and shared values, motivating them to engage in behaviors that benefit the organization even if these behaviors are not explicitly required.

Furthermore, some scholars have argued that certain types of organizational culture may be particularly conducive to OCB. For example, a culture emphasizing teamwork, cooperation, and social responsibility may encourage employees to engage in behaviors that benefit their colleagues and the broader community. Conversely, a culture that is highly competitive and individualistic may discourage OCB, as employees may be more focused on their success than on the success of the organization as a whole (Organ & Ryan, 1995).

However, the relationship between organizational culture and OCB is not always straightforward. Some studies have found that certain aspects of organizational culture inhibit OCB. For example, a highly bureaucratic and rule-bound culture may discourage employees from engaging in behaviors that are not explicitly required, as they may fear reprimands or sanctions (Organ & Ryan, 1995). Similarly, a culture that is highly hierarchical and authoritarian may discourage employees from speaking up or offering suggestions, which can limit the potential for OCB (Kaplan, 2011).

Therefore, two assumptions were established as follows:

H1: Various personal factors had different effects on the organizational citizenship behavior of the employees of Tangshan Department Store Group Co., Ltd.

H2: The perception of organizational culture affects the organizational citizenship behavior of employees of Tangshan Department Store Group Co., Ltd.

The conceptual framework can be drawn from the literature review, as shown in Figure 1.

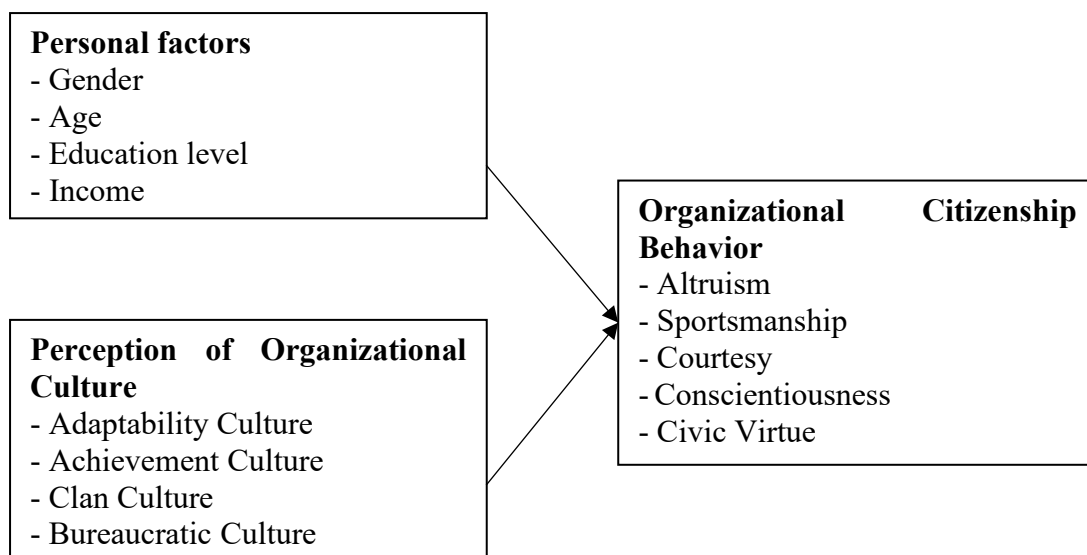


Figure 1 conceptual framework

RESEARCH METHODOLOGY

The population used in this research was 20,000 Tangshan Department Store Group Co., Ltd. employees, whose researchers knew the exact population. Therefore, the formula for calculating the sample size of Yamane (1973) was used to obtain a sample size of 392 people. But to account for discrepancies in questionnaire distribution, the researcher set a total sample size of 400 people in this study, obtained by non-probability sampling with convenience sampling. The tools used in this research were a questionnaire created through the study and the research of concepts and theories used in this study. To obtain information relevant to organizational culture and organizational citizenship behavior. By focusing on information consistent with the teacher or instructor at a university. This questionnaire is divided into four parts as follows: (1) A questionnaire on respondents' general information; (2) a questionnaire on the perception of organizational culture; (3) a questionnaire on the organizational citizenship behavior of employees of Tangshan Department Store Group Co., Ltd.; and (4) opinions and other suggestions. The questionnaire was measured using a 5-level Likert rating scale and had a reliability of questionnaire overall of 0.959, which is greater than 0.7) Therefore, the questionnaire is considered reliable. The data were analyzed using the number, percentage, mean, and standard deviation. And test the hypothesis by t-test, F-test, and multiple regression analysis.

RESEARCH RESULTS

From the results of the data analysis of the respondents' general information, it can be concluded that most of the respondents were male (52.50%), aged 21-30 years old (37.75%), had a bachelor's degree (57.25%), and had an income of 5,001-10,000 yuan (36.75%).

Table 1 shows the average and standard deviation of each factor.

Factors	\bar{X}	SD	Level of opinion
Perception of organizational culture	4.27	0.51	Strongly Agree
- Adaptability culture	4.10	0.63	Agree
- Achievement culture	4.18	0.64	Agree
- Clan culture	4.42	0.54	Strongly Agree
- Bureaucratic culture	4.40	0.51	Strongly Agree
Organizational citizenship behavior	4.42	0.45	Strongly Agree
- Altruism	4.37	0.67	Strongly Agree
- Courtesy	4.48	0.54	Strongly Agree
- Sportsmanship	4.48	0.52	Strongly Agree
- Civic virtue	4.43	0.60	Strongly Agree
- Conscientiousness	4.33	0.49	Strongly Agree

From table 1, it was found that most respondents had an overall opinion on the perception of organizational culture and organizational citizenship behavior at the level of strongly agreeing.

Table 2 shows hypothesis testing of personal factors.

Organizational citizenship behavior	Personal factors			
	Gender	Age	Education level	Income
- Altruism	-0.293 (0.769)	0.243 (0.914)	2.091 (0.125)	3.142* (0.025)
- Courtesy	1.022 (0.308)	0.211 (0.932)	1.801 (0.166)	3.477* (0.016)
- Sportsmanship	1.025 (0.306)	0.627 (0.644)	0.229 (0.795)	3.107* (0.026)
- Civic virtue	1.301 (0.194)	0.489 (0.743)	0.924 (0.398)	1.149 (0.329)
- Conscientiousness	4.606* (0.000)	2.448* (0.046)	0.041 (0.960)	3.479* (0.016)
Total	1.920 (0.056)	0.268 (0.899)	1.183 (0.307)	3.879* (0.009)

* Statistically significant at the 0.05 level.

From table 2, it was found that the personal factors, namely gender, age, and income, were different, affecting organizational citizenship behavior differently at a statistically significant 0.05 level.

Table 3 shows hypothesis testing of perception of organizational culture.

Perception of organizational culture	b	Std. Error	β	t	Sig.
Constant	1.368	0.126		10.829	0.000*
- Adaptability culture	-0.074	0.040	-0.105	-1.839	0.067
- Achievement culture	0.156	0.044	0.224	3.517	0.000*
- Clan culture	0.259	0.049	0.313	5.338	0.000*
- Bureaucratic culture	0.353	0.050	0.402	7.040	0.000*
R = 0.786, R ² = 0.619, Adjusted R ² = 0.615, SE _{EST} = 0.277, F = 160.106, Sig. = 0.000*					

* Statistically significant at the 0.05 level.

From table 3, it was found that perception of organizational culture in achievement culture, clan culture, and bureaucratic culture affected organizational citizenship behavior at a statistically significant 0.05 level, which had a predictive power of 61.5%.

The aspect that most influenced organizational citizenship behavior was bureaucratic culture ($\beta = 0.402$), followed by clan culture ($\beta = 0.313$), and the least influential was achievement culture ($\beta = 0.224$).

It can be written in the form of an unstandardized score and a standardized score as follows:

$$\hat{y} = 1.368 + 0.156 \text{ Achievement culture} + 0.259 \text{ Clan culture} + 0.353 \text{ Bureaucratic culture}$$

Standardized score:

$$Z_y = 0.224 \text{ Achievement culture} + 0.313 \text{ Clan culture} + 0.402 \text{ Bureaucratic culture}$$

DISCUSSION & CONCLUSION

Discussion of the results according to objective 1 found that personal factors, namely gender, age, and income were different, affected organizational citizenship behavior differently at a statistically significant 0.05 level, according to the assumptions set. Because organizational citizenship behavior is an extra-role behavior or a willingness to work that benefits the organization without compensation, it also shows cooperation among employees. This research found that there were many different factors in OCB, especially gender, which was found to be different in terms of conscientiousness. Males tend to have this behavior more than females because males respect the organization's rules and discipline, including often being responsible for the work that has been assigned to them. At the same time, females tend to place more importance on socializing than males. As a result, they feel a sense of responsibility for their work and colleagues. Gender, therefore, plays a vital role in different attitudes, emotions, and feelings toward oneself and society (Vazquez-Lobo, Akhtar & García-Sánchez, 2019; LeBreton, Shaffer & Westman, 2019). As for age, it was found that there were differences in terms of conscientiousness as well. Younger employees had higher behaviors in this aspect than older ones because they wanted to take responsibility for their duties to the best of their ability. Older people are more focused on helping others because maturity leads to compassion for others (Tariq, Ali, Rehman & Bashir, 2019). It was also found that income is another factor that shows organizational citizenship behavior that is different in every dimension. Because income reflects the status or social position within the organization, high-income people tend to be more prone to organizational citizenship behavior than other groups. Because they have higher financial and social costs than others, they should lead themselves to be role models by devoting their time and effort to their work and the work of others to the best of their abilities (Liu & Jiang, 2019). This finding is consistent with research by Dirican and Erdil (2016) on the exploration of academic staff's organizational citizenship behavior and counterproductive work behavior in relation to demographic characteristics. The results showed that gender, age, and work experience had a statistically significant effect on organizational citizenship behavior. Consistent with research by Mousa, Massoud, and Ayoubi (2020) on gender, diversity management perceptions, workplace happiness, and organizational citizenship behavior. Found that gender differences affect organizational citizenship behavior with statistical significance. And accord with the research of Sudha (2020) studying the effect of demographic factors on organizational citizenship behavior. The results showed that gender, age, education level, and income had a statistically significant effect on organizational citizenship behavior.

Discussion of the results according to objective 2 found that the perception of organizational culture in achievement culture, clan culture, and bureaucratic culture affected organizational citizenship behavior at a statistically significant 0.05 level, which had a predictive power of 61.5% according to the assumptions set. Because organizational culture is an important factor in determining the attitudes and behaviors of employees within an organization. In particular,

organizational citizenship behavior causes employees to work in their extra roles or informally without expecting anything in return (Organ, 2018). Thus, if an organization has a culture that favors these behaviors, it can leverage the other potentials of employees to the maximum, which also affects the organization's efficiency. However, organizational culture plays a very important role in shaping the values and norms of an organization. It is like a tool to encourage employees to have positive behaviors and consciousness by cultivating these positive cultures (Ahmed & Hassan, 2020). Organizational culture in this research found that three aspects affect organizational citizenship behavior. The first aspect, achievement culture, refers to a corporate culture that values employees' success in terms of competitiveness and performance standards. This is necessary for the organization because the employees can work according to the organization's expectations, leading to operational excellence (Yang & Lin, 2017). Later, clan culture is a culture that focuses on cooperation, teamwork, and employee involvement. This culture gives all employees a sense of kinship, requiring them to help each other and be united. This makes this organization a large family that combines differences within the organization. But they all have the same goal. Therefore, making employees have a high perception of organizational culture will also help create organizational citizenship behaviors, like work. Because the problems that arise in the organization are like everyone's problems, it creates a good atmosphere and environment in the workplace and promotes and supports society for employees (Kumar & Sharma, 2021). And finally, bureaucratic culture is a culture that places importance on the strict rules, regulations, and practices of the organization. Therefore, all employees are expected to comply with the rules and procedures that have been put in place from the start. Suppose employees have a high perception of organizational culture in this aspect. In that case, they will have discipline and high responsibility for their duties and recognize clear penalties if they are not following the organization's requirements (Li, Li & Tang, 2021). The findings align with the research of Desselle, Raja, Andrews, and Lui (2018), who studied perceptions of organizational culture and organizational citizenship by faculty in US colleges and schools of pharmacy. The results showed that perceptions of organizational culture could significantly explain organizational citizenship behavior with statistical significance. And following the research of Khan, Ismail, Hussain, and Alghazali (2020), they studied the interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. Found that organizational culture was positively correlated with organizational citizenship behavior, statistically significant.

Implications of the study

1) Executives, managers, and those involved in formulating the organization's personnel management strategies and policies should pay attention to differences in personal factors. Especially gender, age, and income of employees because it affects organizational citizenship behavior (OCB). Therefore, it is essential to understand the differences between these factors. To help organizations create policies and programs encouraging employees to have organizational citizenship behavior. Organizing training and corporate events allows each employee group to participate by allowing them to perform roles and behaviors that contribute to their full potential.

2) Executives, managers, and those involved in formulating the organization's personnel management strategies and policies should pay attention to creating a perception of organizational culture to create organizational citizenship behavior for employees in three aspects, namely achievement culture, clan culture, and bureaucratic culture. Each aspect has the following recommendations:

2.1 Achievement culture: Cultivating employees has a culture in this aspect. Executives, managers, and related persons should use strategies and policies for rewards, and rewards should be established for the achievements of employees who perform well in their duties and contribute to the common good. To create an effective role model for all employees to be

generally acknowledged by fostering a culture that meets corporate standards. It must provide opportunities for everyone to have equal and consistent compensation.

2.2 Clan culture: Cultivating employees has a culture in this aspect. Executives, managers, and related persons should encourage and support employee teamwork. It also creates activities or tasks that allow employees in each department to act together. To make everyone feel ownership over the project or piece of work. The duties of executives or managers play an important role in defining and creating an atmosphere and environment conducive to teamwork. It is also open by giving all employees the right to express their opinions and argue constructively.

2.3 Bureaucratic culture: Cultivating employees has a culture in this aspect. Executives, managers, and other relevant personnel must consider the organization's rules and regulations to determine whether they are sufficient or excessive in influencing employee pressure. A good bureaucratic culture must be the most important guideline only. To protect the organization and prevent operational errors. Therefore, the determination of such rules and regulations must be announced or promulgated for general use.

Future Research

1) Future research should be conducted using qualitative research methods with executives and employees. To know what the culture is that management expects and what the organizational culture is that employees expect and find a balance in managing organizational culture. It may also lead to other in-depth details related to the culture and organizational citizenship behavior.

2) Future research should study other factors that affect organizational citizenship behavior, such as motivation, job satisfaction, organizational commitment, etc. Because these factors are theoretically important. But because the content of this research focuses only on organizational culture, these various factors were not mentioned in the research. Therefore, studying these various factors will reveal other causal factors. That helps create organizational citizenship behavior.

3) Future research should study advanced statistical methods, such as structural equation modeling. That helps explain the mechanisms of action of various factors that affect organizational citizenship behavior. And how the results change after the employees exhibit organizational citizenship behavior. This will provide valuable guidelines and result in a comprehensive range of practical and technical aspects.

REFERENCES

- Ahmed, M., & Hassan, M. U. (2020). How organizational culture shapes organizational citizenship behavior: An empirical study of higher education institutions in Pakistan. *Journal of Management Development*, 39(9), 1102-1115.
- Avinash, K., & Lima, R. (2009). Identification of causes of organizational citizenship behavior: A qualitative study of LIC managers. *Indian Journal of Social Science Researches*, 6(2), 17-28.
- Daft, R. L. (1999). *Organization theory and design* (7th ed.). South-Western College Pub.
- Desselle, S. P., Raja, L., Andrews, B., & Lui, J. (2018). Perceptions of organizational culture and organizational citizenship by faculty in US colleges and schools of pharmacy. *Currents in pharmacy teaching and learning*, 10(4), 403-412.
- Dirican, A. H., & Erdil, O. (2016). An exploration of academic staff's organizational citizenship behavior and counterproductive work behavior in relation to demographic characteristics. *Procedia-Social and Behavioral Sciences*, 235, 351-360.
- Kaplan, R. S. (2011). *What to ask the person in the mirror: Critical questions for becoming a more effective leader and reaching your potential*. Harvard Business Press.
- Kernodle, T. A., & Noble, D. (2013). Organizational citizenship behavior: Its importance in academics. *American Journal of Business Education (AJBE)*, 6(2), 235-240.

- Khan, A. H. (2020). Organisational citizenship behaviour-an extra role behaviour. *International Journal of Indian Psychology*, 8(3), 351-356.
- Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. *Sage Open*, 10(1), 2158244019898264.
- Kumar, V., & Sharma, A. (2021). How does clan culture affect organizational citizenship behavior: A mediation model. *International Journal of Organizational Analysis*, 29(1), 174-190.
- LeBreton, J. M., Shaffer, J. A., & Westman, M. (2019). Gender differences in the prediction of organizational citizenship behavior: A meta-analysis. *Journal of Organizational Behavior*, 40(6), 664-684.
- Li, W. D., Li, X., & Tang, H. Y. (2021). Effect of organizational culture on organizational citizenship behavior: A moderated mediation model. *Human Resource Management Review*, 31(2), 100743.
- Liu, S., & Jiang, K. (2019). Does pay level affect organizational citizenship behavior? The interactive effect of leader-member exchange and distributive justice. *Personnel Review*, 48(6), 1509-1525.
- Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of applied psychology*, 89(6), 991-1007.
- Mousa, M., Massoud, H. K., & Ayoubi, R. M. (2020). Gender, diversity management perceptions, workplace happiness and organisational citizenship behaviour. *Employee Relations: The International Journal*, 42(6), 1249-1269.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- Organ, D. W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 295-306.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
- Sudha, G. (2020). Effect of demographic factors on organizational citizenship behaviour. *Test Engineering & Management*, 2020, 5959-5969.
- Tariq, N., Ali, M. A., Rehman, R. U., & Bashir, S. (2019). Age, job satisfaction, and organizational citizenship behavior: A study of the banking sector in Pakistan. *International Journal of Bank Marketing*, 37(3), 697-712.
- Vazquez-Lobo, A., Akhtar, M. N., & García-Sánchez, J. N. (2019). Gender diversity in boards and organizational citizenship behavior: The moderating role of the presence of female directors. *Corporate Social Responsibility and Environmental Management*, 26(6), 1473-1487.
- Wong, K. (2020). *Organizational culture: Definition, importance, and development*. Retrieved from <https://www.achievers.com/blog/organizational-culture-definition/>

- Yamane, T. (1973). *Statistics: An introductory analysis* (2nd ed.). New York, NY: Harper & Row.
- Yang, F., & Lin, S. (2017). How achievement-oriented culture affects employees' organizational citizenship behavior. *The International Journal of Human Resource Management*, 28(2), 303-320.

Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers. Any product that may be evaluated in this article, or claim that may be made by its manufacturer, is not guaranteed or endorsed by the publisher.



Copyright: © 2023 by the authors. This is a fully open-access article distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0).