



EXPLORING THE INFLUENCE OF ORGANIZATIONAL CULTURE AND TRAINING ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS HUMAN CAPITAL: REVIEW OF THE INTERNATIONAL SCIENTIFIC JOURNAL

Syaefunnur Maszah¹, Martinus Tukiran², Wahyu Wiguna³, Ika Pratiwi⁴, Ujo Sujoto⁵

^{1,2,5} Universitas Pakuan, Indonesia

^{3,4} Universitas Bina Bangsa, Indonesia

Email: syaefmz@yahoo.co.id¹

Abstract

The extra-role behavior required for superior performance is also known as organizational citizenship behavior (OCB). Previous research findings highlight the positive contribution of OCB to superior organizational performance, as OCB encourages employees to participate spontaneously and dedicate themselves to organizational issues, both of which increase organizational efficiency and performance without additional expenditure. The purpose of this research is to examine the structural influence between training and organizational culture, with organizational citizenship behavior (OCB) as Human Capital, so in particular, this study emphasizes the effect of influence on the relationship between training and organizational culture on OCB as Human Capital. The accuracy of the measures involved were checked through conducting a factor review of the scientific literature or a review of three international journal articles by relational analysis. This review begins with identifying the main topics in Organizational Citizenship Behavior (OCB). The database used is Google Scholar and Harzing's Publish or Perish is limited to publication from 2017-2023. The review uses 3 articles that meet the theme criteria. This review found that training and organizational culture have a positive relationship on OCB as Human Capital which has a positive effect on improving employee and organizational performance. The implication is that corporation must invest in human resources as Human Capital, with the consequence of allocating finances and time, through training and building organizational culture, bearing in mind that the concept of human capital has brought major changes to human resource management that have a positive impact on companies or organizations.

Keywords: Human Capital, Organizational Culture, Organizational Citizenship Behavior (OCB), and Training.

INTRODUCTION

The term OCB was first introduced by Organ which stands for Organizational Citizenship Behavior. Organ - father of OCB defines OCB as "Individual behavior that is discretionary in nature, not directly or explicitly recognized by a formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p.4), and associations have been found positively related to organizational success (Organ, Podsakoff, & MacKenzie, 2006). In addition, Chattopadhyay (2017) notes that whenever employees perform beyond the stipulated job description, this effort leads to excellence in organizational performance. By optional, we mean that the behavior is not an enforceable obligation of the role or job description but that it is intentional and the employee adopts it on their own. In the contemporary competitive world, uncompromising business firms investigate the means for successful performance, and consequently consider OCB as a noteworthy organizational aspect to increase productivity (Bizri; Rahman & Chowdhuri, 2018;

Yang, Simon, Wang, & Zheng, 2016). For an organization to function effectively, at times, it is essential that employees must not only perform well at their given tasks, but also take the initiative to engage in extra role behaviors. Previous research has confirmed that having employees perform tasks outside of their normal job duties is critical to organizational effectiveness and efficiency. This notion known as organizational citizenship behavior (OCB) is generally defined as “individual behavior that is free, not directly or explicitly recognized by the formal reward system, and that overall promotes the effective functioning of the organization”.

The data found in this study can be concluded that there is a significant influence of HRM Training & Development practices on OCB and the nature of the relationship between them is positive. Ahmad (2011) found in his study, when determining the relationship between training and development and OCB in the digital world, that support and motivation for learning, the training environment, and the benefits derived from training are significantly related to OCB. Bolino & Turnley (2003) argues that training programs that are intended to develop good relationships between colleagues and between superiors and subordinates are expected to increase the level of citizenship in the organization. Employers should concentrate on training and development programs to achieve positive attitudes and behavior from employees (Narang & Singh, 2012). Training and development practice and OCB have a moderate positive relationship as noted while assessing the impact of HRM practices on OCB in the Sudanese banking sector (NOA Ahmed, 2016). The positive relationship between training was found to indicate that training will help develop an understanding of the importance of diversity, social cohesion and also contribute to improving individual and organizational performance (ANM Noor et al., 2013). In addition, HRM training and development practices have a positive effect on employee service- oriented OCB (Krishnan et al., 2017). While exploring the role of training satisfaction as a predictor of OCB and switching intentions Memon et al. (2017) found that training satisfaction has a significant positive impact on OCB as well as a negative effect on employee turnover intention.

Meanwhile related to Organizational culture has attracted a lot of attention as a means for the long-term survival of companies and increased productivity in a rapidly changing modern society. Although much research on organizational culture has been conducted to date, most research has centered on management styles and behaviors that are unique to the US, Japanese, and Western European contexts. This has resulted in certain study limitations, including the ambiguity of the concept of organizational culture, a lack of measurement tools, and inadequate empirical investigations. Organizational culture consists of the organizational expectations, experiences, thoughts, and values that bind it, and expressed in self-image, way of working, relationship with the global world, and prospects for the future. It is based on shared norms, beliefs, customs and rules that have developed over time and are considered valid. Organizational cultural values and norms strongly influence all employees who work in the organization (Stewart, 2010). Organizational

culture depends on employee norms, values, beliefs and organizational processes. Organizational management defines employee norms, values and goals that direct the organization towards productivity. Understanding and awareness of organizational culture brings effectiveness in achieving organizational goals (Brooks, 2006). It is important that the culture should be industrialized in a way that restores employee performance.

From these matters, the elaboration of research results related to training, organizational culture and OCB in the three international journal articles, was reviewed exploratory, with the aim of confirming the positive impact and relationship of training and organizational culture on OCB as Human Capital, so that it can be used in management science studies as well as being used as best practices in business and non-business organizational practices.

LITERATURE REVIEW.

Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior (OCB) to increase employee productivity within regulatory organizations, organizational citizenship behavior (OCB) is considered a vital factor in increasing efficiency (Bizri, 2018; Chelagat, Chepkwony, & Kemboi, 2015; Rahman & Chowdhuri, 2018; Yang et al., 2016) and have been found to be positively related to organizational success (Organ, Podsakoff, & MacKenzie, 2006). In addition, organizations view OCB as an important component for organizational sustainability but these activities are rarely included in formal job descriptions (Jain & Rizvi, 2018). However, the absence of OCB among employees can endanger the continuity of the organization (I. Ahmad & Zafar, 2018). Recent research shows that, demonstration of higher OCB levels significantly affects productivity, efficiency, and customer satisfaction for an organization (Miao, Humphrey, & Qian, 2018; Podsakoff, Whiting, Podsakoff, & Blume, 2009; Wombacher & Felfe, 2017). OCB cannot be mandatory because it is an expression of personal motivation in a group or organizational perspective (Pickford & Joy, 2016). As a result, the negligence of OCB by individuals within the organization does not deserve punishment (Paul, Bamel, & Garg, 2016). Based on the anticipated behavioral targets, the dimensions of OCB include (a) OCBI-OCB directed at certain people and (b) OCBO-OCB directed at the organization (Jain & Rizvi, 2018; Rahman & Chowdhuri, 2018). OCBO includes discretionary behavior that affects the entire organization, and OCBI is voluntary behavior that is directed to benefit individuals within the organization (Memon, Sallaeh, Baharom, Nordin, & Ting, 2017). Indeed, OCBI are voluntary acts addressed to other individuals including Altruism and Politeness, in contrast, OCBO will consist of demonstrations of behaviors such as Civic Virtue, Sportmanship, and Conscientiousness (Donia, O'Neill, & Brutus, 2018; Norris-Watts & Levi, 2004; Sesen & Basim, 2012).

Training

Human resource management practices denote a series of efforts aimed at attracting, training and developing, motivating and retaining employees (Gope, Elia, & Passiante, 2018; Horwitz, Heng, & Quazi, 2003), at the same time confirming that human resources utilized to achieve organizational goals effectively (Collins & Clark, 2003; Gope et al., 2018). Among HRM activities, training serves as a tool to stimulate a mutually respectful and supportive workplace (Benson, M. Hanley, & Scroggins, 2013; Cropanzano, Anthony, Daniels, & Hall, 2017; Estes & Jia Wang, 2008). Besides that, Training and Development (TD) encourages employees to learn attitudes and functions as the main driving force to shape their behavior and motivation to contribute to achieving the best organizational goals. performance (Gope et al., 2018; Jerez Gómez, Céspedes Lorente, & Valle Cabrera, 2004). According to Noe (2010) training refers to efforts planned by companies to facilitate employee learning about work-related competencies. These competencies include knowledge, skills or behaviors that are essential for successful job performance. In addition, HR training programs involve practices and activities aimed at achieving and maintaining employee and managerial collaboration, admiration, concern, and supervision (Adjibolosoo, 2018). In addition, employee training and development practices include strategies, tools, and procedures designed to enhance the knowledge, skills, and abilities (KSA) of an organization's workforce (ANM Noor, Khalid, & Rashid, 2013).

Organizational Culture

Organizational culture is considered as shared beliefs, norms and assumptions that exist among employees in an organization and help, guide and coordinate behavior (Schein, 2006; Bo-Shing & Xiaodie, 2017). Organizations are trying to select the best approaches of culture and performances within the organization but sometimes these strategies may get failed because employees are not aware of culture strategies or strategies are not properly implemented. Thus organizations cannot achieve their ultimate targets effectively. Many studies have been conducted on cultural impact with many variables. Organizational culture comprises of an organization's expectations, experiences, thinking, and values that bind it composed, and is stated in its self-image, workings, connections with the global world, and future prospects. It is based on shared norms, beliefs, customs, and rules that have been developed with time and are considered valid. Organization's cultural values and norms powerfully affect all the employees who work within the organization (Stewart, 2010). Organizational culture depends on the norms, values, beliefs of employees and processes of the organization. Organizational management defines employee's norms, values and objectives which lead an organization towards productivity. The understanding and awareness of the organizational culture bring effectiveness in organizational goals achievement (Brooks, 2006).

METHODS.

This literature review begins by selecting topics and keywords to search for relevant, reputable international journals. The database used is Google Scholar and Harzing's Publish or Perish is limited to journals published from 2017-2023. Of the one hundred journal articles then selected, so that finally the review used 3 (three) articles that met the inclusion criteria. The keywords in the journal search are Organization Citizenship Behavior (OCB), Training, and Organizational Culture. The criteria for selected journals are (a) research that discusses the factors that influence the involvement of one or more variables used as keywords, (b) original research, (c) in English, (d) research subjects are company employees.

RESULTS AND DISCUSSION

In the following, we present the results of research related to the topic Exploring the Influence of Training and Organizational Culture on Organizational Citizenship Behavior (OCB) as Human Capital: Review of International Scientific Journals. Based on the analysis and identification of the characteristics of the three selected scientific articles, namely: 1. Effect of Training and Development on Organizational Citizenship Behavior (OCB): An Evidence from Private Commercial Banks in Bangladesh; 2. Exploring Relationships among Organizational Culture, Empowerment, and Organizational Citizenship Behavior in the South Korean Professional Sport Industry; and 3. Impact of Organizational Culture on Employee Performance and Organizational Citizenship Behavior (OCB); The literature review identifies potential factors that influence these relationships which are presented in the research summary shown in Table 1.

Table 1. Summary of three articles

Writer (Year)	The Purpose of Study	Theoretical Framework	Methods and Participants	Main Findings
Yunduk Jung, Euisoo Kim, Minhong Kim and James J. Zhang. (2019)	To examine the structural relationship between organizational culture, empowerment, and member organizational behavior (OCB) of professional	Organizational Culture, Empowerment, and OCB. Specifically, this research emphasizes the mediating effect of empowerment on the	Using Mix Method (Qualitative & Quantitative). Data were collected using a purposive sampling technique from 606 front office employees at	The findings show the importance and necessity of developing a positive organizational culture and maintaining a strong sense of empowerment

	sports organizations in South Korea.	relationship between organizational culture and OCB.	42 professional sports teams in South Korea.	in sports organizations to achieve optimal organizational citizenship behavior (OCB).
Md. Rubles & Md. H Asibur Rahman (2018)	To explore the effect of training and development (TD) on organizational member (OCB) behavior (eg, organization-directed OCBO-OCB and specific individual-directed OCBI-OCB) in private commercial banks in Bangladesh	Training & Development, and OCB (both OCBO and OCBI).	Using Mix Method (Qualitative & Quantitative). The current study draws on its findings on data from 141 employees of	The findings provide an understanding of the relationship between OCB practices and TD of HRM practices and indicate that when organizations establish better TD practices for employees, they tend to display more OCB (OCBO and OCBI).
Nishat Ameer (2017)	To find out how the dimensions of organizational culture influence the performance of the employees concerned and	Organizational Culture, Employee Performance, and OCB.	Using Mix Method (Qualitative & Quantitative). Using the technique of collecting questionnaires	This research was conducted to determine the influence of organizational culture dimensions

	Organizational Citizenship Behavior (OCB) in banks in Pakistan.		distributed among employees and different banks in Pakistan. Of the 150 questionnaires distributed, 100 questionnaires were used in the analysis, using a	on employee performance and OCB. The hypothesis is proven by regression analysis, namely the dimensions of organizational culture have a positive effect on employee performance and OCB.
--	---	--	---	--

DISCUSSION

This empirical study has shown a significant effect of training and organizational culture on OCB. Culture is the mixture of groups, principles, values, communication and explanation of performance and attitude that provides guidance to people (Bashir, 2012; Yusof, Munap, Mohd, Ab Hamid, & Md-Khir, 2017). Organizational culture is considered to be the shared beliefs, norms, and assumptions that exist among employees within an organization and help, guide, and coordinate behavior (Schein, 2006; Bo-Shing & Xiaodie, 2017). Organizational culture is very important for both employees and the organization. Organizations improve employee performance to make them efficient in certain areas. On the other hand, OCB is also considered very important for them.

In this case training and organizational culture as independent variables and OCB as the dependent variable. Training and development (TD) efforts are considered as key programs to generate multiple benefits for staff and business, at the same time, contributing to organizational citizenship behavior (OCB) (NOA Ahmed, 2016; Bolino & Turnley, 2003). Empirically, TD practices have a positive relationship with OCB, namely TD programs affect employee attitudes and behavior (NOA Ahmed, 2016; Ashill, Carruthers, & Krisjanous, 2006; Bolino & Turnley, 2003; Krishnan et al., 2017; A. Noor, 2009; Tang & Tang, 2012). In addition, Wei, Han, & Hsu (2010) stated that extensive training can lead employees to demonstrate their willingness to OCB which ultimately benefits their organization. The findings provide an understanding of the relationship between OCB practices and TD of HRM practices and indicate that when organizations establish

better TD practices for employees, they tend to display more OCB (OCBO and OCBI). With the results of the study mentioned above, it confirms that there is a positive influence of Organizational Culture and Training on Organizational Citizenship Behavior (OCB).

So according to the author, companies or other entities that wish to improve their organizational performance through OCB can invest in human resources as Human Capital, although of course the consequences will suck up financial and time, through training and building an organizational culture related to OCB. The concept of human capital stems from the idea that human beings are truly intangible assets. They emphasized the importance of investment in increasing human resources in order to increase the economic growth of a nation. Sukoco & Prameswari (2017) revealed that human capital is considered an intangible asset for reasons including: a. If human ability is often utilized, it will never decrease, on the contrary, this ability will increase and develop. This of course will bring benefits to themselves and the organization. b. Humans can turn data into useful information. c. Humans are able to share knowledge and experience with other parties. Definitely, human capital can be defined in many meanings and dimensions. Kwon Dae-Bong, (2009) reveals a number of dimensions and definitions of the concept of human capital. According to him, the concept of human capital from a number of definitions and dimensions put forward by a number of experts can be categorized into three categories of aspects, namely individual aspects, human capital, and production-oriented perspectives. Fitz-enz (2009) revealed that the concept of human capital has brought major changes to resource management. Humans are no longer seen as administrative workers, but as business partners. The current competitive map is no longer based solely on organizational excellence such as the best marketing strategy, sophisticated design or service, technology or intelligent financial management, but on the existence of the right system, activities that motivate and manage human resource organizations.

CONCLUSION

Based on an exploratory study of the three journal articles that this article refers to, it can be concluded as follows: the study identified that there is a strong positive influence relationship between training practices, organizational culture and organizational citizenship behavior (OCB), which has the impact that OCB is recognized to drive more effects on employee performance that organizations should use to improve organizational competence, performance, and ultimately organizational efficiency.

Organizational culture is very important for both employees and the organization. Organizations improve the performance of their employees to make them efficient in certain areas. On the other hand, OCB is also considered very important for them. This study obtains significant results and proves that the dimensions of organizational culture (individualism, high power distance, low uncertainty avoidance, masculinity) are positively related to employee

performance and organizational citizenship behavior. That the dimensions of organizational culture are positively related to organizational citizenship behavior and employee performance. The overall study proves the importance of the dimensions of organizational culture, employee performance, and the behavior of organizational members. It is clear that organizations that have a strong organizational culture have more efficient and productive employees. The findings show the importance and necessity of developing a positive organizational culture and maintaining a strong sense of empowerment within the organization to achieve optimal organizational citizenship behavior (OCB). The importance of organizational culture on empowerment and OCB, this study reveals that different types of organizational culture have different impacts on empowerment and OCB.

Furthermore, for companies or other entities that want to improve their organizational performance through OCB, the implication must be to invest human resources as Human Capital, with the consequence of allocating financial as well as time and other resources, through Training and Building Organizational Culture, considering that this concept of human capital has brought major changes to human resource management that have a positive impact on the company or organization. Therefore, HR practitioners and training and development experts should place sufficient emphasis on designing effective and efficient training and development practices and organizational culture building.

In order to enrich management best practices and knowledge development, we recommend that a similar study be carried out to examine the influence of other HRM practices (eg HR planning, recruitment and selection, communication, performance appraisal, compensation management, compliance, employee retention, employee relations and career management) in OCB both in the banking sector and other industrial areas both at home and abroad.

REFERENCE

- Adjibolosoo, S. (2018). Concluding Remarks: The Human Factor Quality and the Way Forward toward Effective and Efficient Human Resources Management. in S. Adjibolosoo, the Human Factor Approach to Managerial and Organizational Efficiency and Effectiveness (pp. 233-238). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-319-61307-9_11
- Ahmad, I., & Zafar, M. A. (2018). Impact of psychological contract fulfillment on organizational citizenship behavior: Mediating role of perceived organizational support. *International Journal of Contemporary Hospitality Management*, 00-00. <https://doi.org/10.1108/IJCHM-12-2016-0659>.
- Ahmad, K. (2011). The association between training and organizational citizenship behavior in the digital world. *Communications of the IBIMA*, 1-11. <https://doi.org/10.5171/2011.448699>.
- Ahmed, N. O. A. (2016). Impact of Human Resource Management Practices on Organizational Citizenship Behavior: An Empirical Investigation from Banking Sector of Sudan. *International Review of Management and Marketing*, 6(4), 964-973. Ameer, Nishat, *International Journal of Business and Administrative Studies* 2017, 3(5), 183-196, Impact Of Organizational Culture On Employee Performance and Organizational Citizenship Behavior (OCB) * University of Haripur, Haripur, Pakistan.

- Ashill, N. J., Carruthers, J., & Krisjanous, J. (2006). The effect of management commitment to service quality on frontline employees' affective and performance outcomes: an empirical investigation of the New Zealand public healthcare sector. *International Journal of Nonprofit and Voluntary Sector Marketing*, 11(4), 271-287.
- Bashir, J. A. (2012). The organization's cultural values: A study of public sector universities in pakistan. *African Journal of Business Management*, 8(10), 3685-3693.
- Benson, P., M. Hanley, G., & Scroggins, W. (2013). Human Resource Management and Deviant/Criminal Behavior in Organizations. In S. M. Elias, Deviant and Criminal Behavior in the Workplace (pp. 128-151). New York, NY: New York University Press.
- Bizri, R. (2018). Diversity management and OCB: the connection evidence from the Lebanese banking sector. *Equality, Diversity and Inclusion: An International Journal*, 37(3), 233-253.
- Bolino, M. C., & Turnley, W. H. (2003). Going the extra mile: Cultivating and managing employee citizenship behavior. *The Academy of Management Executive*, 17(3), 60-71.
- Bo-Shing, L. A., & Xiaodie P. J. (2017). Exploring the relationship between leadership, organizational culture, trust, and effectiveness of knowledge sharing by forced learning. *Journal of Administrative and Business Studies*, 3(2), 89-104.
- Brooks, I. (2006). *Organizational behavior: Individuals, groups and organization*. New Jersey, NJ: Financial Times Prentice Hall.
- Chattopadhyay, R. (2017). Impact of forced distribution system of performance evaluation on organizational citizenship behaviour. *Global Business Review*, 20(3). <https://doi.org/10.1177/0972150917721819>.
- Chelagat, L., Chepkwony, P. K., & Kemboi, A. (2015). Effect of organizational citizenship behavior on employee performance in banking sector, Nairobi County, Kenya. *International Journal of Business, Humanities and Technology*, 5(4), 55-61.
- Collins, C. J., & Clark, K. D. (2003). Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academy of Management Journal*, 46(6), 740-751.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social Exchange Theory: A Critical Review with Theoretical Remedies. *Academy of Management Annals*, 11(1), 479-516.
- Donia, M. B. L., O'Neill, T. A., & Brutus, S. (2018). The longitudinal effects of peer feedback in the development and transfer of student teamwork skills. *Learning and Individual Differences*, 61, 87-98. <https://doi.org/10.1016/j.lindif.2017.11.012>.
- Estes, B., & Jia Wang. (2008). Integrative Literature Review: Workplace Incivility: Impacts on Individual and Organizational Performance. *Human Resource Development Review*, 7(2), 218-240.
- Fitz-enz, Jac. (2009). *The ROI of human capital: measuring the economic value of employee performance (2nd Edition)*. American Management Association.
- Gope, S., Elia, G., & Passiante, G. (2018). The effect of HRM practices on knowledge management capacity: a comparative study in Indian IT industry. *Journal of Knowledge Management*, 22(3), 649-677.
- Greenberg, J., & Baron, R. A. (1995). Behavior in organizations: Understanding and managing the human side of work (*Doctoral dissertation*). University of Maribor, Maribor, Slovenia.
- Heskett, J. L., & Kotter, J. P. (1992). Corporate culture and performance. *Business Review*, 2, 83-93.
- Horwitz, F. M., Heng, C. T., & Quazi, H. A. (2003). Finders, keepers? Attracting, motivating and retaining knowledge workers. *Human Resource Management Journal*, 13(4), 23-44.
- Jain, N. R., & Rizvi, I. A. (2018). Impact of Corporate Citizenship on Organizational Citizenship Behaviour of Managers: A Study from Selected Indian Banks. *Global Business Review*, 20(6). <https://doi.org/10.1177/0972150917749289>.
- Jerez Gómez, P., Céspedes Lorente, J. J., & Valle Cabrera, R. (2004). Training practices and organisational learning capability: Relationship and implications. *Journal of European Industrial Training*, 28(2/3/4), 234-256.
- Krishnan, T. R., Liew, S. A., & Koon, V.-Y. (2017). The effect of human resource management (HRM) practices in service - oriented organizational citizenship behaviour (OCB): Case of telecommunications and internet service providers in Malaysia. *Asian Social Science*, 13(1),

67.

- Kwon Dae-Bong. (2009). Human Capital and Its Measurement. The 3rd OECD World Forum on “Statistics, Knowledge and Policy” Charting Progress, Building Visions, Improving Life, October,1–11. <https://www.oecd.org/site/progresskorea/44111355.pdf>.
- Md.Rubles & Md.H Asibur Rahman (2018), The Influence of Training and Development on Organizational Citizenship Behavior (OCB): Sebuah Bukti dari Private Commercial Banks in Bangladesh, *Global Journal of Management and Business Research: Administration and Management* Volume 18 Issue 8 Versi 1.0 Tahun 2018 Jenis : Double Blind Peer Review Jurnal Riset Internasional Penerbit : Jurnal Global
- Memon, M. A., Sallaeh, R., Baharom, M. N. R., Nordin, S. M., & Ting, H. (2017). The relationship between training satisfaction, organisational citizenship behaviour, and turnover intention: A PLS - SEM approach. *Journal of Organizational Effectiveness: People and Performance*, 4(3), 267-290.
- Miao, C., Humphrey, R. H., & Qian, S. (2018). A cross - cultural meta - analysis of how leader emotional intelligence influences subordinate task performance and organizational citizenship behavior. *Journal of World Business*, 53(4), 463-474.
- Narang, L., & Singh, L. (2012). Role of perceived organizational support in the relationship between HR practices and organizational trust. *Global Business Review*, 13(2), 239-249.
- Noe, R. A. (2010). *Employee training and development* (5th ed). New York: McGraw-Hill Irwin
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2016). *Fundamentals of Human Resource Management* (6th ed.). United States of America: McGraw-Hill Education.
- Noor, A. (2009). Examining Organizational Citizenship Behavior as the outcome of Organizational commitment: A study of Universities Teachers of Pakistan. In *Proceedings 2nd CBRC* (p. 23). Lahore, Pakistan.
- Noor, A. N. M., Khalid, D. S. A., & Rashid, D. N. R. N. A. (2013). Human resource diversity management practices and organizational citizenship behavior: A conceptual model. *International Journal of Academic Research in Business and Social Sciences*, 3(8). <https://doi.org/10.6007/IJARBS/v3- i8/144>.
- Norris-Watts, C., & Levy, P. E. (2004). The mediating role of affective commitment in the relation of the feedback environment to work outcomes. *Journal of Vocational Behavior*, 65(3), 351-365.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA, England: Lexington Books/D. C. Heath and Com. 56.
- Organ, D. W., Podsakoff, P., & MacKenzie, S. (2006). Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences. *Thousand Oaks, California*. <https://doi.org/10.4135/9781452231082>.
- Pettigrew, A. M. (1979). On studying organizational cultures. *Administrative Science Quarterly*, 24(4), 570-581.
- Pickford, H. C., & Joy, G. (2016). Organisational Citizenship Behaviours: Definitions and Dimensions (SSRN Scholarly Paper No. ID 2893021). Rochester, NY: Social Science Research Network. Retrieved from <https://papers.ssrn.com/abstract=2893021>.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual-and organizational level consequences of organizational citizenship behaviors: A meta- analysis. *Journal of Applied Psychology*, 94(1), 122-141.
- Rahman, M. H. A., & Chowdhuri, A. S. M. M. B. (2018). Effect of employee compensation on organizational citizenship behavior (OCB): A study on private commercial banks in Bangladesh. *International Journal of Economics, Commerce and Management*, 6(5), 848-863.
- Schein, E. H. (2006). *Organizational culture and leadership*. San Francisco, CA: Jossey- Bass.
- Sesen, H., & Basim, N. H. (2012). Impact of satisfaction and commitment on teachers' organizational citizenship. *Educational Psychology*, 32(4), 475-491.
- Stewart, D. (2010). Growing the corporate culture. Retrieved from <https://goo.gl/ELDnVt>.
- Sukoco, I., & Prameswari, D. (2017). Human Capital Approach To Increasing Productivity of Human Resources Management. In *Jurnal AdBispreneur* (Vol. 2, Issue 1).

- Tang, T.-W., & Tang, Y.-Y. (2012). Promoting service-oriented organizational citizenship behaviors in hotels: The role of high-performance human resource practices and organizational social climates. *International Journal of Hospitality Management*, 31(3), 885-895.
- Tichy, N. M. (1983). *Managing strategic change: Technical, political, and cultural dynamics*. New York, NY: A Wiley-Inter science Publication.
- Wallach, E. J. (1983). Individuals and organizations: The cultural match. *Training & Development Journal*, 37(2), 28-36.
- Wei, Y.-C., Han, T.-S., & Hsu, I.-C. (2010). High performance HR practices and OCB: A cross-level investigation of a causal path. *The International Journal of Human Resource Management*, 21(10), 1631-1648
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.
- Wombacher, J. C., & Felfe, J. (2017). Dual commitment in the organization: Effects of the interplay of team and organizational commitment on employee citizenship behavior, efficacy beliefs, and turnover intentions. *Journal of Vocational Behavior*,
- Yang, L.-Q., Simon, L. S., Wang, L., & Zheng, X. (2016). To branch out or stay focused? Affective shifts differentially predict organizational citizenship behavior and task performance. *Journal of Applied Psychology*, 101(6), 831-845.
- Yusof, M. H. S., Munap, R. Mohd, B. R. I., Ab Hamid, N. R., & Md-Khir, R. (2017). The relationship between organizational culture and employee motivation as moderated by work attitude. *Journal of Administrative and Business Studies*, 3(1), 21-25.