

## Exploring the impact of organizational culture on employee performance: The mediating role of organizational citizenship behavior



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### ABSTRACT

This study examines how important human resources are for gaining competitive advantages in businesses that are hard for competitors to copy. It suggests that both private and public organizations should closely examine and take action on policies and strategies related to employee performance behaviors at work. The focus of the research was to understand the role of organizational citizenship behavior (OCB) as a middle step between organizational culture (OC) and the performance of employees in their assigned roles (In-role performance or IP). To collect data, online surveys were sent to employees in Thailand, which were designed based on previous research and checked for reliability using the Cronbach alpha coefficient. The study received 211 responses, which was a satisfactory number based on calculations from the G\*Power program and analysis using partial least squares structural equation modeling (PLS-SEM). The findings showed that OC positively affects all aspects of OCB, including civic virtue (CV), conscientiousness, courtesy (CY), altruism (AL), and sportsmanship (SP), with CY and CV having a positive impact on IP. OC was found to indirectly influence IP through two aspects of OCB, CY, and CV, with statistical significance. Structural equation modeling showed that these relationships could explain up to 79.1% of the variation in IP. The study concludes that by fostering a culture that promotes CV and CY, organizations can enhance their competitive and cultural advantages through improved employee performance.

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### 1. Introduction

Current competitive challenges force organizations to focus on innovation and resilience in order to respond quickly and effectively to market changes. Organizations are constantly seeking new areas to create sustainable competitive advantages. Human resources are critical in establishing and maintaining commercial and cultural advantages unique to each organization and cannot be easily replicated by competitors (Chadwick and Flinchbaugh, 2021). Working behavior, referred to as organizational citizenship behavior (OCB), contributes to effective organizational functioning (Wibowo, 2022). In the past, OCB was defined as

discretionary work behavior that was not recognized by the official reward system. Instead, it was created to contribute to organizational effectiveness, with the organization benefiting from employees' willingness to participate beyond the formal definition of job requirements (Podsakoff et al., 2000). OCB may include assisting absent colleagues, volunteering for special duties when necessary, actively representing the organization in public functions, and acting in ways that increase morale and resolve interpersonal conflicts (Davison et al., 2020). Therefore, OCB makes a valuable contribution to the effective functioning of an organization.

Recently, scholars of human resource development (HRD) have turned their attention to the study of ideal and desired employee citizenship behaviors that support company effectiveness (Easo et al., 2020; Rurkkhum and Bartlett, 2018). Contemporary empirical investigations have examined the relationship between HRD and OCB by exploring the factors that influence employees' performance and development when moral

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organization members are present (Rose, 2016). This early study focused on workplace attitudes as a way to predict OCB. The structure of attitudes found to be associated with OCB includes job satisfaction (Indarti et al., 2017), formal and informal learning (Pierce and Maurer, 2009), perceived training opportunities (Ghosh et al., 2012), perceptions of fairness (Musringudin et al., 2017), and perceptions of organizational support (Perreira and Berta, 2015). These are all born of the organization's culture, which can be explained by the concept of social exchange, in which an employee's commitment to the organization is based on beliefs about the organization's commitment to its employees (Paul et al., 2016). Consequently, both employers and employees comply with reciprocal obligations and act in a manner that maximizes reciprocity.

Many companies are considering enabling employees to work from home and lowering the workweek from five to four days per week to reduce the density of office workers after the COVID-19 outbreak (Spicer, 2020). How can a corporation ensure that shortening the workweek sustains employee accountability and productivity? Organizations may be able to recognize and choose employees who behave lawfully even when working outside the workplace by thoroughly studying the OCB in each category. Although OCB has five distinct categories (Ocampo et al., 2018), prior studies have focused on its holistic composition, with scant attention paid to the discrete characteristics that would add more depth to the academic worth of OCB variables at the category level. For this reason, OCB is studied individually as an intermediate variable in the relationship between organizational culture (OC) and employee performance. As a result, organizational benefits are likely to lead to more specific and clearly defined employee turnarounds. This study is grounded in the theoretical framework of the influence of each dimension of OCB as a mediator of the relationship between OC and In-role performance (IP). Thailand is an appropriate place to investigate the relationship between OC, OCB categories, and employee performance due to the distinctiveness of Thai culture (Chiengkul et al., 2023) and the pace of change and development (Iamtrakul and Chayphong, 2023). The impact of OC and individual productivity is another way that OCB and other related factors can contribute to performance (Widarko and Anwarodin, 2022). Examining the probable link between OC, OCB, and IP in a collectivist nation like Thailand can be extrapolated to better understand global employer-employee constructs (Rurkkhum and Bartlett, 2018).

## 2. Literature review

From the literature review, to determine the conceptual framework for the research of the role of OCB as a mediator between OC and IP, the researchers' team concludes this literature review as follows.

### 2.1. OC

Culture is a dynamic phenomenon that constantly surrounds us and is persistently defined and created through interpersonal interactions. Culture is affected by leadership behavior and sets of structures, routines, rules, and norms that guide and limit behavior. When culture is brought to the organizational level and down to groups within an organization, it is evident that the culture is built, embedded, developed, and managed (Warrick, 2017).

OC is a collection of values, beliefs, and assumptions shared by members of an organization that describes coping mechanisms against external and internal change (Schein, 2004). OC can be categorized into three levels of correlation (Schein, 2000): 1) Artifacts are perceived and tangible by employees' sight, hearing, and sensation. 2) 'Espoused Values' are what the organization defines and communicates with employees. 3) The basic assumption appears in the behavior and actions that employees use in response to various situations and problems occurring in the organization (Zhu et al., 2016). Thus, employees will express their unconscious beliefs, thoughts, and feelings about the generic workplace 'things' (Bowditch et al., 2007).

Additionally, OC can influence different learning scenarios (Abdi et al., 2018). For instance, the concept of learned helplessness is significant for organizations because it pertains to the psychological condition where an individual feels unable to achieve life goals. This feeling, if reinforced by actual experiences, can result in the acceptance of such situations as normal and thus decrease an individual's drive to address the problem. This state of resignation can lead a person to give up when facing challenges or not to strive for their objectives (Bate et al., 2000), which negatively impacts performance, particularly in more demanding tasks.

Culture influences or has power over an organization, whether weak or strong, and affects everything that happens in that organization. When building the values and beliefs of organizational members, focus is often placed on the pattern of thought and action that develops within the organization and guides the work behavior of its members. OC is, therefore, an integral part of organizational life that influences employee behavior, attitudes, and overall effectiveness (Pallathadka, 2020).

### 2.2. OCB

OCB refers to the voluntary behavioral expression of benefit to an organization outside of its intended function (Grego-Planer, 2019; Organ, 1988). Singh and Singh (2009) divided OCB into five categories: Altruism (AL) refers to helping other people (Ocampo et al., 2018), or voluntary assistance in which employees assist people with specific problems to accomplish their tasks under unusual circumstances, such as helping new employees

voluntarily, helping overworked colleagues, helping colleagues who are absent from work, guiding difficult co-workers to accomplish tasks. In this context, being altruistic has been described as a voluntary behavior significantly correlated to performance appraisals (Podsakoff et al., 2000).

Conscientiousness (CS) is the behavior resulting from employee discretion that exceeds the minimum level of organizational role requirements, such as non-violating rules and regulations, taking extra breaks from work, and working overtime (Ocampo et al., 2018). Conscientiousness is a model of transcending participation and punctuality levels and feeling like a responsible corporate citizen. If employees have a high conscientiousness, they will have a high sense of responsibility and require less supervision or control (Podsakoff and MacKenzie, 1994). Conscientiousness indicates that a person is self-disciplined, responsible, and hardworking. It is a dedication to work that exceeds formal requirements (Organ, 1988), such as long working hours and volunteers to perform tasks outside of duty.

Civic virtue (CV) refers to employees' active and constructive participation in the internal politics of a company, which includes freely expressing opinions, attending meetings, discussing issues with colleagues, and showing interest in corporate communications like announcements about company welfare. According to Ocampo et al. (2018) and Podsakoff et al. (2000), CV embodies individual behaviors that demonstrate an employee's commitment and proactive involvement in the future of the organization. Employees implement CV by displaying a broad interest in and commitment to the organization, actively engaging in its activities, and assessing the organizational environment for potential threats and opportunities to determine the best outcomes for the organization. These behaviors emerge when employees feel they are essential and valued members of the organization and see themselves as a recognized part of it (El-Kassar et al., 2021; Podsakoff et al., 2000). CV also includes the participation of employees in organizational activities that support its administrative functions (Chan and Kuok, 2021) and is seen as employees' responsibility to participate actively and voluntarily in organizational activities, including attending optional meetings and evaluating organizational changes (Organ, 1988). Graham (1991) described this 'virtue' as behavior characterized by responsibility and corporate citizenship. Such behaviors reflect employees' perceptions of being integral to the organization and their acceptance of responsibility, which are linked to OCB (Podsakoff et al., 2000).

Sportsmanship (SP) is the willingness to tolerate the inevitable inconveniences associated with the workplace and do things beyond work without complaining (Romaiha et al., 2019). It is the desire of a person not to complain when experiencing inconvenience and the inevitable harassment caused by activities on the job. Therefore, a 'sporting' person

in the workplace is tolerant to and patient with negative issues arising from work-based situations. Sporting people also avoid complaining unnecessarily about problems faced in the workplace. SP is a behavior of willingness to tolerate minor and temporary inconveniences of personnel and assignments without grievances, complaints, appeals, allegations, or protests. In short, SP conserves the organization's energy by completing tasks efficiently and pragmatically, alleviating managers' unnecessary burden or stress (Organ and Ryan, 1995; Wang et al., 2013). Irritability, an inevitable part of almost all corporate environments (Organ, 1988), is similarly reduced by the effective implementation of SP as an essential workplace rationale. Sporting behavior increases employee morale in the workplace and thus lowers employee turnover rates (Podsakoff et al., 2000).

Courtesy (CY) is a behavior aimed at solving interpersonal conflicts at work, such as not using emotions when conflicts arise and not causing conflicts to expand when arguing or provoking another person (Ocampo et al., 2018). For example, the careful use of office equipment and leaving it in good condition for others (Romaiha et al., 2019). In addition, courteous employees will not create problems with co-workers and do not leave managers to work in crises (Podsakoff et al., 2000). Finally, encouragement is provided to co-workers in times of adversity and reduces conflicts between groups, thereby reducing the time spent on conflict management activities (Podsakoff et al., 2000).

### 2.3. IP

IP refers to an employee's qualitative and quantitative performance achieved in the performance of his or her assigned responsibilities (Rasheed et al., 2023). It is a combination of the behavior and achievement of its expected and chosen or is part of the existing job requirements of an individual in the organization (Janssen and Van Yperen, 2004).

### 2.4. Relationship between OC and OCB

OC is a guideline for working together in the organization, giving employees guidelines for working towards solutions to the organization's goal. It is like a learning group for employees to solve problems appropriately in response to external factors and develop cooperation within the organization (Ocampo et al., 2018). When the organization implements this pattern to solve problems, it can also be effectively transmitted to new team members to correct the problem of in-house issues and achieve the organization's goals (Stephen et al., 2008). OC is an intangible phenomenon arising from values, beliefs, perceptions, and patterns of behavior that cannot be seen but can be observed through its manifestation in organizational activities (Schein, 2000). Therefore,

OC is an essential factor in individual actions and reactions (Ifinedo and Nahar, 2009). Spicer (2020) noted that OC is a crucial driver of system and change, success or failure of performance, working climate, human resource policy, and practice (Al-Faihani and Al-Alawi, 2020). This evidence may be attributable to the company's prevalent culture, particularly in light of socio-economic realities and the culture of the country in which the organization operates (Davenport, 2000). This instance suggests that culture can explain an organization and its members' behavior through the organizational sense and construct meaning (Ostroff et al., 2012). Therefore, hypotheses 1 to 5 are posited as follows:

- H1:** OC has a positive influence on AL.
- H2:** OC has a positive influence on CS.
- H3:** OC has a positive influence on CV.
- H4:** OC has a positive influence on SP.
- H5:** OC has a positive influence on CY.

### 2.5. Relationship between OC and IP

OC is associated with employee behavior as a critical driver linking personnel management approaches to organizational strategies, which can lead to tangible and effective business outcomes. An OC of trust is the level of faith that both parties have in each other's willingness to open up to the other (Zolfaghari and Madjdi, 2022). Organizations face severe competitive challenges arising from an external environment that is difficult to control. Therefore, being an organization trusted only by customers on one side may not be able to maintain a competitive advantage over the long term. Organizations should also be trusted by employees who are more critical of the organization (Ozmen, 2017).

Organizational climate is an element of OC, which manifests in different perspectives by individuals in different organizations (Banwo et al., 2022). Individuals can be perceived both directly and indirectly, influencing their behavior and performance in any organization. In short, the organizational climate is related to employees' attitudes, values, norms, and feelings toward the organization (Rahimic, 2013). In conclusion, it is the understanding or perception that a person has about the type of organization he or she works in and how he or she feels about that type of organization; perceptions are mediated through independence, opportunity, compensation structure, empathy, warmth, and support.

Work autonomy within this culture consists of independence in work-related decision-making, freedom to control working hours, and autonomy in choosing methods of work (Fürstenberg et al., 2021). Crucially, it allows workers freedom of thought. Therefore, it is possible to use discretion in making decisions about how to perform tasks on their own without external control, bringing a greater sense of responsibility for success and failure. Within this

system, personnel can perform optimally, which accrues not only personal benefits but also corporate benefits. Thus, hypothesis six is as follows:

- H6:** OC has a positive influence on IP.

### 2.6. Relationship between OCB and IP

OCB can be viewed as employees' 'willingness' to accept and buy into the company vision and the extent of dedication given to that goal. This outcome can be measured by the effort made to work 'outside' of their prescribed duties or tasks already assigned to them (Robbins and Judge, 2013). These behaviors are beneficial to the organization as they promote both the quantity and quality of work (Podsakoff et al., 2000). OCB, therefore, is a significant behavioral criterion used to measure individual performance. In other words, OCB is thought to enhance performance by promoting social and psychological attitudes that contribute to employee performance (Allen et al., 2000; Ribeiro et al., 2018) as part of a willingness to do their job without motivation or reward. Thus, organizational success is enhanced by strengthening the participatory culture—consequently, staff can not only add value to their work performance but also benefit the company culture by retaining proactive and reflective employees (Podsakoff et al., 2000).

Scholars found that employee behaviors tend to be more involved in the organization than in general role-based functions (Lai et al., 2013; Paillé, 2013; Strobel et al., 2013). This revelation strongly suggests that OCB is related to personnel performance and organizational efficiency. Furthermore, OCB is a behavior that positively affects organizational and employee performance (Hermanto and Srimulyani, 2022). These findings contribute to understanding the extent of OCB's influence on positive organizational outcomes on IP. Anvari et al. (2015) confirmed that the OCB dimensions of AL, SP, CS, CY, and CVs enhance job performance. One of the most noticeable dimensions of OCB is 'helping' behavior, which includes altruistic acts such as assisting an absent co-worker, assisting co-workers with heavy workloads, considering the impact of your actions on others, and sponsoring new employees. This characteristic reflects the level of interest an employee has in their working environment, where the work environment is OC. Thus, hypotheses 7 to 11 are as follows:

- H7:** AL has a positive influence on IP.
- H8:** CS has a positive influence on IP.
- H9:** CV has a positive influence on IP.
- H10:** SP has a positive influence on IP.
- H11:** CY has a positive influence on IP.

### 2.7. OCB's mediation of the relationship between OC and IP

Continue OCB serves not only as an indicator of employee performance (Maharani et al., 2013) but

also as a medium between OCs and employee performance (Widarko and Anwarodin, 2022). For example, Jiang et al. (2017) found that OCB dimensions mediated the relationship between the OC of transformational leadership and employee performance. One reason is that OCB provides employees with opportunities for sustainable self-improvement, coping with problems, and working independently. In summary, increasing responsibility and enhancing work-related skills are crucial for sustainable performance (Braun et al., 2013). It is suggested that such self-improvement can help develop employees' knowledge and skills, thereby making their careers more sustainable (Hart et al., 2016).

OCB dimensions are an outcome of OC and strategy because employee behavior is created, made sense of, and utilized by a set of attitudes, values, and norms, which are embedded in structural relationships and reflected in their performance. OC emphasizes the importance of social exchange between employees and organizations in the form of a psychological contract, thus stimulating OCB (Suazo et al., 2009). In addition, OCB comprises five

behaviors that are important for efficient processes within an organization. Podsakoff et al. (2000) found that OCB can predict employee performance. Jiang et al. (2017) have found in many separate studies that OCB is treated as a mediated variable with outcome variables. Thus, Hypotheses 12–16 are as follows:

**H12:** AL mediated the relationship between OC and IP.

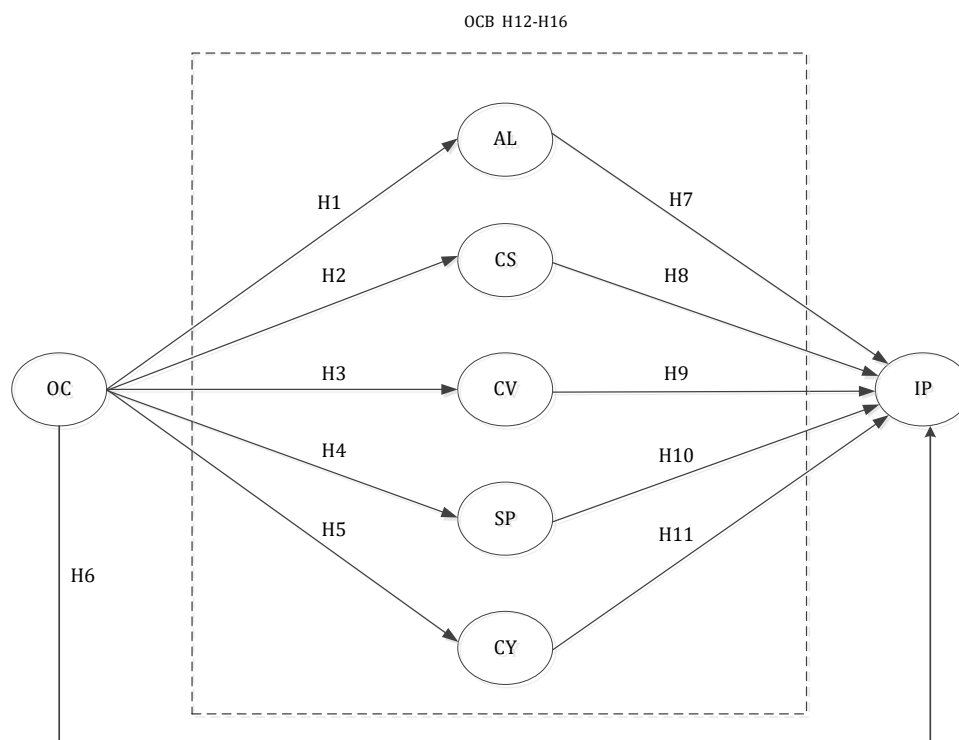
**H13:** CS mediated the relationship between OC and IP.

**H14:** CV has mediated the relationship between OC and IP.

**H15:** SP mediated the relationship between OC and IP.

**H16:** CY mediated the relationship between OC and IP.

The theoretical framework of the mediation role played by each OCB category in the relationship between OC and IP is depicted in Fig. 1. Fig. 1 shows that OC is an independent variable, IP is a dependent variable; each dimension of OCB is a mediator variable.



**Fig. 1:** Research model

### 3. Research methodology

The study used a quantitative survey research methodology and an online questionnaire to find out the answers to the role of OCB as a mediator between OC and IP, determining the research scope and methodology as follows.

#### 3.1. Procedure

Online data collection methods enable researchers to conduct global studies, especially

with hard-to-reach or widespread populations. Ensuring participants are fully informed about their involvement and promoting the data collection process helps maintain high-quality data and validates the results (Connell et al., 2003). The online survey included a cover page that introduced the study, outlined its importance and objectives, and thanked the respondents. The questionnaire contained detailed instructions to engage and direct the participants. To verify that responses were appropriate, initial screening questions were used. For example, the question "Are you an employee of a

company or government organization?" filtered participants. Only those answering "yes" proceeded to complete the rest of the survey. The questionnaires were shared online across various social media platforms and groups, with a two-month deadline for responses. A total of 224 surveys were returned, out of which 211 were valid, surpassing the sample size needed for statistical power as calculated by the G\*Power 3.0.10 program. To check for non-response bias, a comparison of early responses (first wave) and later responses (second wave) was conducted, as suggested by Rogelberg and Stanton (2007). This test found no significant differences in participant characteristics such as gender, education level, organization type, and age between the two waves, indicating that non-response bias was not a concern.

### 3.2. Participants

The sample comprised 211 Thai employees. Most participants were female (61.1%), educated at the university level (82%), and employed in private organizations (95.7%). Furthermore, the age distribution of the sample showed that most employees were 21-30 years old (75.8%). It was assumed that this age cohort was comfortable with the social media and online survey processes.

### 3.3. Measurement instruments

The study collected data through questionnaires with four sections: OC, OCB, IP, and essential respondents' demographic data. The survey used a five-point Likert scale ranging from one (strongly disagree) to five (strongly agree). The 20 items in the OC section (for example, 'Your organization is justice and fairness to you.') were adopted from Erkutlu (2011). Twenty items in the OCB section (e.g., 'You are ready to work on behalf of your colleagues willingly.') are based on Braun et al. (2013). Five items in the IP section (e.g., 'You can create work quickly') were adopted from Williams and Anderson (1991). This study designed a draft questionnaire that was proven and revised by three researchers for validity. The results showed that all assessments met the minimum criteria and achieved the index of item-objective congruence (IOC) recommended value greater than 0.50; the value ranges from 0.67 to 1.00. Then, a pilot study was conducted before data collection. In this study, the applicable Cronbach's alpha coefficients of the questionnaires were found to be 0.920 for OC, 0.851 for AL, 0.829 for CS, 0.824 for CV, 0.817 for SP, 0.878 for CY, and 0.819 for IP and all of the variables were greater than 0.70, which is assumed to be adequate for internal consistency in social science (Davis, 1996).

### 3.4. Control variable

Demographic factors such as gender, age, educational level, and employment status may affect

how employees think, act, and feel (Luthans et al., 2005; Luthans et al., 2008). Studies examining OC (Belias and Koustelios, 2014), OCB (Yadav et al., 2019), and IP (Wanxian and Weiwu, 2007) reported that these demographic variables needed careful treatment to draw meaningful and reliable results. For this study, the Post Hoc test between demographics and OCB and IP revealed that the age of 21-30 differs from that of >40 years old significantly, so age was controlled to assess influential associations with the study's central variables and to account for any undesirable impacts.

### 3.5. Data analysis strategy

SPSS 22 was used for descriptive statistics and reliability analysis. The analysis included item-total correlation, descriptive data analysis, and inferential data analysis techniques—the variance-based partial least square structural equation modeling (PLS-SEM) technique used for testing hypotheses. Researchers have widely used SmartPLS-SEM to show the direct and indirect connections between causal relationships. The result in PLS-SEM works better than the covariance-based method (CBSEM) with the requirement of a latent variable to questionnaire ratio of 1:20, so PLS-SEM analysis is appropriate. Furthermore, this technique requires only 100-200 questionnaires, and normally distributed data are not required (Chin, 2010).

## 4. Results

The evaluation of PLS-SEM results involves two stages. Stage 1 examines the measurement models, with the analysis varying depending on whether the model includes the reflective, formative, or both. If the measurement model evaluation provides satisfactory results, the researcher proceeds to Stage 2, which involves evaluating the structural model (Sarstedt et al., 2014).

### 4.1. Measurement model

**Convergent validity:** Researchers need to analyze the measurement model by appraising convergent validity, which is the degree to which multiple items to determine the same concept agree. According to Götz et al. (2010), the confidence of the variables was assessed by calculating the indicator loadings ( $\lambda$ ), in which the accepted criterion should be greater than 0.70 and statistically significant at the 0.05 level. The average variance extracted (AVE) ranges from 0.599 to 0.840, which is higher than the minimum value of 0.5 (Hair et al., 2014) (Table 1).

**Discriminant validity:** Researchers assessed discriminant validity to reveal that variables in the measurement model can measure their components determined from the square root of the mean-variance of the extracted elements ( $\sqrt{AVE}$ ). Table 2 shows that the discriminant of this study is greater

than the correlation between the elements (Hair et al., 2010), except for the correlation of AL-CV. Therefore, the measurement model is accepted, as it fits the convergent and discriminant validity criteria.

Reliability analysis: Reliability was tested using Cronbach's alpha ( $\alpha$ ) and the composite reliability value (CR). Table 1 demonstrates that all  $\alpha$  values

are more significant than 0.6 (Götz et al., 2010) and vary from 0.806 to 0.902. The internal consistency of the observed variable accessed by calculating the composite reliability (CR) varies from 0.875 to 0.945 in this study, exceeding the recommended value >0.6 (Götz et al., 2010). Therefore, we conclude that the measurements were reliable.

**Table 1:** Result of measurement model

Constructs	Items	Mean	SD	$\lambda$	$\alpha$	CR	R <sup>2</sup>	AVE
OC	OC2	3.739	0.726	0.761	0.909	0.926	-	0.612
	OC4	3.820	0.814	0.768				
	OC8	3.872	0.660	0.744				
	OC9	4.024	0.825	0.738				
	OC10	3.896	0.608	0.783				
	OC17	3.976	0.746	0.799				
	OC18	4.000	0.655	0.839				
AL	AL1	4.356	0.691	0.810	0.809	0.875	0.204	0.636
	AL2	4.356	0.738	0.783				
	AL3	4.228	0.707	0.840				
	AL4	4.171	0.676	0.753				
CS	CS2	4.246	0.666	0.734	0.806	0.888	0.236	0.726
	CS3	4.175	0.896	0.914				
	CS4	4.185	0.941	0.897				
CV	CV1	4.246	0.659	0.872	0.838	0.902	0.248	0.755
	CV2	4.455	0.757	0.841				
	CV3	4.223	0.657	0.893				
SP	SP1	4.294	0.689	0.904	0.905	0.940	0.106	0.840
	SP2	4.408	0.679	0.901				
	SP3	4.289	0.708	0.939				
CY	CY1	4.346	0.696	0.891	0.923	0.945	0.220	0.811
	CY2	4.299	0.775	0.901				
	CY3	4.351	0.762	0.892				
	CY4	4.303	0.758	0.918				
IP	IP1	4.303	0.758	0.864	0.880	0.917	0.791	0.734
	IP3	4.256	0.787	0.867				
	IP4	4.692	0.739	0.894				
	IP5	4.398	0.739	0.800				

**Table 2:** Discriminant validity of constructs

Constructs	Correlation matrix						
	AL	CS	CV	CY	IP	OC	SP
AL	[0.798]						
CS	0.789	[0.852]					
CV	0.814	0.769	[0.869]				
CY	0.729	0.731	0.709	[0.901]			
IP	0.694	0.696	0.790	0.839	[0.857]		
OC	0.452	0.486	0.498	0.469	0.507	[0.782]	
SP	0.790	0.679	0.757	0.752	0.728	0.326	[0.916]

Numbers in [ ] are  $\sqrt{AVE}$

#### 4.2. Structural model

The structural model identifies the causal relationship between the constructs in the model with path coefficients ( $\beta$ ), defined as the influence of an exogenous variable on an endogenous variable, and R2 values (explains the variance by a higher value, meaning that the exogenous variable can accurately describe the endogenous variable). Both  $\beta$  and R2 describe how the data would support the hypothetical causal relationship in the model (Chin, 1998). The results show that the structural model explains 79.10% (R2=0.791) of the variance in IP at 0.000 (Fig. 2). The results show that OC is significantly positively related to all dimensions of OCB (AL, CS, CV, SP, and CY) and can be considered a predictor of all dimensions of OCB. Therefore, the results confirm H1–H5. Whereas OC has no significant effect on IP, Hypothesis H6 is not

supported and reveals that all dimensions of OCB are fully mediated variables in this structural model. Further, the path analysis found that only two dimensions of OCB (CV and CY) to IP are statistically significant, and hypotheses H9 and H11 are accepted and reveal that employees' IP will increase if they engage in CV and CY. The hypotheses test results are summarized in Tables 3 and 4.

#### 5. Discussion

The study results about the role of OCB as a mediator between OC, and IP can be discussed as follows. This study provides new HRD insights into the literature on the dimensions of OCB and its mediating role between OC and IP. The results were significant, suggesting that OC influenced CV, CS, CY, AL, and SP, which are all essential dimensions of OCB. This is because humans, as social animals, must interact

with each other (Katz, 1964). Employees who must coordinate within the organization create a relationship culture with colleagues through cooperation and awareness of their assigned duties (Chang and Lee, 2007). The most common OC includes organizational rules and regulations. A proactive and responsible attitude toward the challenges and acceptance of rules and procedures, eagerness to understand new criteria, and

willingness to participate in the activities of an organization become OCB. This notable factor is likely to motivate employees to remain in the organization, be eager, and be willing to voluntarily work for the organization. This leads the organization to achieve long-term success. These factors are also vital in retaining employees (Ulndag et al., 2011).

**Table 3:** Summary of the structural model: Direct effect

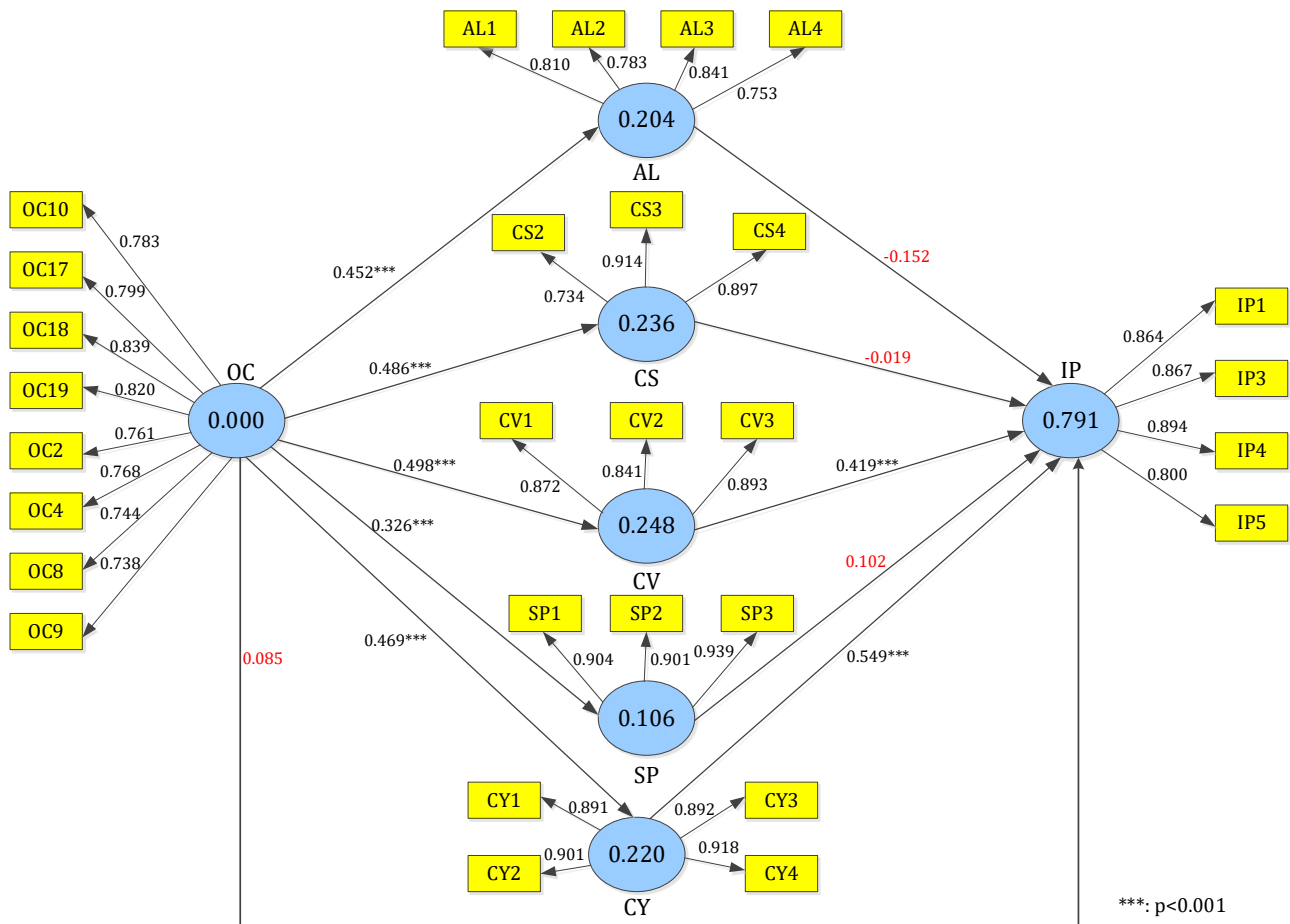
Hypothesis	Paths	$\beta$ Value	t-statistics	Results
H1	OC -> AL	0.452	4.368***	Supported
H2	OC -> CS	0.486	5.152***	Supported
H3	OC -> CV	0.498	5.570***	Supported
H4	OC -> SP	0.326	3.172***	Supported
H5	OC -> CY	0.469	5.158***	Supported
H6	OC -> IP	0.085	1.169	Unsupported
H7	AL -> IP	0.152-	1.017	Unsupported
H8	CS -> IP	0.019-	0.163	Unsupported
H9	CV -> IP	0.419	3.210***	Supported
H10	SP -> IP	0.102	0.729	Unsupported
H11	CY -> IP	0.549	5.623***	Supported

\*\*\*: p<0.001

**Table 4:** Summary of the structural model: Indirect effect

Hypothesis	Paths	Specific indirect effects	Results
H12	OC -> AL -> IP	-0.012	Unsupported
H13	OC -> CS -> IP	-0.076	Unsupported
H14	OC -> CV -> IP	0.294***	Supported
H15	OC -> CY -> IP	0.342***	Supported
H16	OC -> SP -> IP	0.119	Unsupported
H12	Total indirect effect	0.636***	

\*\*\*: p<0.001



\*\*\*: p<0.001

**Fig. 2:** The structural model



OC has a positive influence on employee behavior (Nongo and Ikyanyon, 2012). The interconnected work system requires employees to not only listen to the opinions of supervisors and colleagues on their performance but also to refrain from emotional responses when conflicts arise and to de-escalate, not escalate, work-based conflicts with colleagues (Podsakoff et al., 2000). Mutual consideration for colleagues with whom they interact within the workplace is to endorse that the work meets the organizational objective. Generally, every organization has the goal of operating and transferring that goal to its employees and for employees to carry out the tasks assigned to achieve the objective, which requires a lot of patience and perseverance to obtain good results. Tolerant behavior improves as it becomes stronger in employees based on the habit of carefulness and responsibility for the performance of their assignments. This trait reflects OCB (Ng and Feldman, 2010).

The results of hypothesis test 6 found that OC had no positive influence on IP at a significance level of 0.05 ( $\beta=0.085$ ,  $t=1.169$ ). In contrast, a test with a simple model found that OC had a direct influence on IP ( $\beta=0.520$ ,  $t=7.577$ ). In contrast, Edgell et al. (2015) stated that the strength of a culture is relevant to the success and commitment of employees to organizational values. The same beliefs and norms had a positive effect on worker performance. A shared culture encourages individuals to identify with the organization and feel ownership and responsibility. The adverse outcome confirms that the structural model has OCB as a mediator; thus, OCB fully mediates between OC and IP.

Regarding the dimensions of OCB, the results of hypothesis testing H7 to H11 found that OCB in terms of CY and CV had a positive influence on IP at a significance level of 0.05, at and  $\beta=0.549$ ,  $t=5.623$ , and  $\beta=0.419$ ,  $t=3.210$ , respectively. Furthermore, the mediating test found that the relationship between OC and IP mediates CV (H14) and CY (H15). This result reveals that the OC of Thai employees can influence IP through OCB through two variables: CV and CY. CV refers to being constructively involved in the corporate political process and participating in this process by expressing freely and honestly, attending meetings, discussing issues with colleagues, and being interested in corporate communications, such as the corporate well-being announcement. CVs are individual behaviors that indicate that employees are dutifully engaged, actively involved, and concerned about the corporate future (Ficapal-Cusí et al., 2020; Podsakoff et al., 2000). CV can be described as demonstrating a macro interest or commitment to the organization, showing a willingness to participate in the activities, and examining the environment for threats and opportunities to find the best solution for an organization. These behaviors occur when employees realize that they are an organization and consider themselves a part of the organization (Kang

and Ryan, 2016). CV is the involvement of subordinates in the organization, which supports the administrative function of the organization (Chan and Kuok, 2021). It is classified as the responsibility of employees to actively and willingly participate in the organization, such as attending non-compulsory meetings and evaluating organizational changes (Organ, 1988). CV is also a behavior in which employees should be good corporate citizens (Graham, 1991). These behaviors reflect employee perceptions of being part of the organization and accepting responsibility as a result of OCB (Podsakoff et al., 2000).

CV or cooperation in the operation has many companies and personnel benefits: The ability to attract and retain good personnel is further enhanced by workplace harmony, which increases the development of stability within company operations. This is also consistent with Rotundo and Sackett (2002). They found that the behavior of cooperating with the organization, both psychologically and mentally, not only results in better employee productivity and attitudinal performance but also reduces customer complaints. CY is an act of helping others prevent their problems, such as informing colleagues in advance of their schedule and consulting others before taking any action that will affect them (Organ, 1988). Manners and gestures help prevent problems for co-workers, such as the careful use of office equipment and leaving it in good condition for other employees (Organ et al., 2005). Employees who exhibit courteous behavior in the workplace will not create a problem with a workmate and will not let managers work with crisis conditions (Podsakoff et al., 1997). Moreover, encouragement will be provided to all co-workers during times of adversity. CY behavior also reduces conflict between groups, thereby reducing the time spent on conflict management activities (Podsakoff et al., 2000). The central concept of CY is to avoid actions that make colleagues work unnecessarily hard. It also includes providing adequate notice to prepare when the existing workload increases.

CY is directly related to IP. This finding is consistent with Schein's (2000) data, which established that behaviors that show consideration for others with help or support co-workers when they have problems or are sick to the extent that they are unable to do their job or help to alleviate colleagues' work even if it is not their job, or to advise new employees to work. This behavior will lead to a good relationship and employee performance by encouraging personnel to perform various roles and help infinitely increase managerial productivity (Podsakoff et al., 2009).

## 6. Conclusion

This study was one of the first to design a comprehensive model that included OC, OCB categories, and IP in a single model. It also created theories on the mediating functions of OCB

categories in the connection between OC and IP. Both the theoretical and practical ramifications of this work could contribute to the existing literature on HRD. The results confirmed that OC had an indirect effect on IP, with two categories of OCB, CV, and CY, acting as mediators.

### 6.1. Theoretical implications

Recognizing the complexity of organizational behavior is a crucial step in advancing HRD's idea of global influence (Rurkkhum and Bartlett, 2018). A multidimensional analysis of OCB antecedents and consequences can also support the promotion of comprehension of how organizational behavior works and how citizenship behavior impacts HRD theory and practice (Chin, 2015). From structural equation modeling, it was found that OC had no direct influence on employees' IP but was indirectly affected by two aspects of OCB, CV, and CY. This confirms that OCB, especially CV and CY, is an intermediate variable between OC and IP. It signifies for HRD that the OCB dimensions affecting the IP of employees in collectivist countries arise from OC and manifest in two principal aspects: CV and CY behavior.

### 6.2. Managerial implications

Organizations with a strong culture can manage their workforce effectively and efficiently. This outcome has economic and profit consequences as employee productivity increases (Awadh and Saad, 2013). In an increasingly impetuous business world, OC can improve and create a competitive advantage based on specific conditions. As a CV and CY of employees, OCB improves overall employee performance by bringing out the best in terms of efficiency and productivity in achieving organizational goals (Shahzad et al., 2012). In short, the stronger the corporate culture, the greater the confidence in employee commitment. These are tools used by HRD managers to control and motivate employees. Corporate culture maintains employee goals in line with management goals and corporate visions, improving performance and increasing overall efficiency (Saffold, 1988) via CV and CY behavior—constructs with massive implications for the future success of business in Thailand.

### 6.3. Limitations and suggestions for future research

One limitation of this research is social media data collection- the majority of respondents (75.8%) were of early working age, 21-30 years old. Although this cohort is representative of the younger age employment market, they lack the experience of, say, more mature workers over 40 years of age. Therefore, they may not be generalizable to other population groups. Specifically, some respondents were unfamiliar with online media, such as those

aged 40 years and over, according to a demographic survey that found only 6.7%.

Moreover, this paper focuses on Thailand's specific cultural and organizational context. Therefore, when applying the results of this research as a reference, one must be cautious of the demographic and cultural differences that affect the varied opinions or expectations of creating an OC that affects employee performance; organizations would benefit commercially and culturally from implementing CV and CY behaviors.

In future research, researchers may use the results of this study that rejected the hypothesis that OC, AL, CS, and SP positively influence IP. Moreover, AL, CS, and CY mediated the relationship between OC and IP. Using qualitative research methods with in-depth interviews or other methods as appropriate from the sample to find answers, expand, and depth the information on why OC, AL, CS, and SP do not lead to increased IP of Thai employees. In addition, why did AL, CS, and CY not mediate the relationship between OC and the IP of Thai employees? Furthermore, the researcher may use demographic information to study the relationship of variables, such as different genders, ages, education levels, and types of organizations that significantly and strongly correlate with Thai employees' IP.

### Compliance with ethical standards

### Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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