The Moderating Role of Organizational Tenure on the Relationship between Organizational Culture and OCB: Empirical Evidence from the Ghanaian Banking Industry

Eric Delle

Faculty of Management (Department of Business Administration), University of Professional Studies, Accra-Ghana

Anthony Sumnaya Kumassey

Faculty of Management (Department of Business Administration), University of Professional Studies, Accra-Ghana

* E-mail of the corresponding author: delle.eric@yaoo.com

Abstract

The engagement in organizational citizenship behaviour is precipitated by several important antecedents in organizations. In this study, the predictive relationship between organizational culture and OCB, and the extent to which the relationship is moderated by the organizational tenure of employees was investigated. Cross-sectional and correlational research designs were utilized to investigate the problem. Data were collected from 277 participants via reliable questionnaires. Pearson correlation, standard regression and hierarchical regression tests were used to test the hypotheses the hypotheses in the study. The result showed that, organizational culture significantly and positively predicted OCB. Also, organizational tenure significantly moderated the relationship between organizational culture and OCB such that long tenured employees were more likely to demonstrate high engagement in OCB than short tenured employees. The findings are consistent with the Attraction-Selection-Attrition and Human Capital theories. The implications for practice and research are discussed.

Keywords: Organizational Culture, OCB, Organizational Tenure, Banking Industry, Ghana

Introduction

Increasingly, researchers in the field of industrial and organizational psychology and organizational behaviour have become interested in the concept of Organizational Citizenship Behaviour (OCB) because of the positive consequences such attitudes have on organizational success (Hemdi & Nasurdin, 2005; Turnispeed, 2003). Thus, OCB is a key driver of organizational survival (Organ, 1988). OCB is characterized as behaviours that transcend the call of duty (Jahangiri, Akbar & Haq, 2004). Similarly, Organ (1988) described such behaviours as discretionary in nature and often outside the normal and prescribed roles an employee is required to perform in the organization. The performance of such behaviours does not attract any reward in the organization. People do not just engage in OCB. One variable which has been found to facilitate positive workplace behaviours is organizational culture. Culture has been found to significantly influence commitment, performance and OCB in organizations (Baum, 2006; Cheung, 2006; Deal & Kennedy, 1982; Peters & Waterman, 1982).

With notable exception of Baum (2006)), Cheung (2006) and Mohant and Rath (2012), empirical studies on the nexus between organizational culture and OCB are scanty. Further, there is no published Ghanaian study on the relationship between organizational culture and OCB. In view of this, the researchers sought to examine the moderating role of organizational tenure on organizational culture-OCB relationship in the Ghanaian banking industry. Specifically, we anticipate that the strength of organizational culture-OCB relationship depends on the organizational tenure of employees. This is because when employees stay in an organization for long, they tend to become emotionally and mentally attached to the organization and therefore more willing to engage in extra-role behaviours because of loyalty.

Objectives of the Study

- To determine the predictive relationship between organizational culture and OCB
- To find out the extent to which Organizational culture-OCB relationship is moderated by organizational tenure of employees

Literature Review

Organizational Citizenship Behaviour (OCB)

Theoretically, the term OCB is credited to the management guru Chester Bernard who in the 1930s conceptualized it as "extra-role behaviours". Since then, the term OCB or extra-role behaviour has remained in the lips and psychic of researchers in the field of management and industrial and organizational psychology. Extra-role behaviours which is now christened OCB differ significantly from in-role behaviours in that while in-role behaviours are required or expected behaviours one is supposed to perform and constitute the basis for regular and on-going job performance, OCB is discretionary behaviour and therefore is not recognized within the organizational reward system (Katz & Kahn, 1978; MacKenzie, Podsakoff & Fetter, 1991; Podsakoff, MacKenzie & Bommer, 1996; Turnispeed, 2002). Failure to perform in-role behaviours attract some form of punishment but failure to perform OCB does not attract any form of punishment because in the opinion of Van Dayne (1998), OCB is (a) not specified in advance by role prescriptions, (b) not recognized by formal reward systems, and (c) not a source of punitive consequences when not performed by job holders. Despite this, research on the subject matter of OCB has been embraced with high level of enthusiasm by researchers about two decades ago (Bateman & Organ, 1983; Organ, 1988). OCB has been defined as "Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization (Organ, 1988, p.4). In this study, OCB is defined as any behaviour of discretionary nature, performed by an individual voluntarily or willingly which has neither reward nor punishment as a consequence. OCB has been conceptualized as a multidimensional construct with five distinct components namely; altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1988). Altruism refers to behaviours directed towards helping or cooperating with other employees in face to face interactions on organizationally relevant issues (e.g., helping new colleagues and freely giving time to others).

OCB has been conceptualized as a multidimensional construct with five components identified as: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1988). Altruism refers to behaviours directed towards helping or cooperating with other employees in face to face interactions on organizationally relevant issues (e.g., helping new colleagues and freely giving time to others). Conscientiousness (i.e. general compliance) involves employees going beyond the minimum requirements of the organization (e.g., efficient use of time and going beyond minimum expectations). Sportsmanship has to do with the willingness of an employee to tolerate the inevitable inconveniences and impositions of work without complaining (e.g., avoids complaining and whining). Courtesy deals with employee's actions directed toward the prevention of problems encountered by work associates (e.g., advance notices, reminders, and communicating appropriate information). Civic Virtue this has to do with an individuals' participation in the political life of an organization in a responsible manner (e.g., attending meetings, keeping up with the changes in the industry that might affect the organization). Together, these dimensions sum up to OCB. In view of this, we adopted this multidimensional framework of OCB, though we measured it as unipolar construct using the multidimensional scale comprising the five dimensions spelled out by Organ (1988).

Organizational Culture

Organizational culture is the life blood of an organization because it shapes and directs behaviours towards the desire destination of the organization. A plethora of definition of the concept of organizational culture exists. Central to all these definitions are shared beliefs and perceptions of the organization. Organizational culture represents the core values, assumptions, norms and beliefs shared by members in the same organization (Daft, 2005). Similarly, Kotter and Heskett (1992) viewed culture as the values and behaviours of all permanent members of an organization that persist over time and which newly employed staff acquaint themselves with and adopt (p. 4). Schein (1990) expressed that, it is "a pattern of basic assumptions developed to cope with problems that has worked well enough to be valid and taught to new members" (p. 12).

In terms of measurement, organizational culture has been viewed as a multidimensional construct with scholars identifying four distinctive dimensions (Harrison, 1972; Quinn & McGrath, 1985; Quinn & Rohrbaugh, 1981, 1983; Ogbonna & Harris, 2000). Harrison (1972) identified the dimensions as: task orientation, role-orientation, power-orientation, and person-orientation. Others identified the dimensions as: flexibility/stability, internal/external orientation (Quinn & McGrath, 1985; Quinn & Rohrbaugh, 1981, 1983); and finally, Ogbonna and Harris (2000) identified community, competitive, innovative and bureaucratic as organizational culture

dimensions. Though labeled differently, the dimensions have commonalities. The researchers however, used the scale developed and used by Ogbonna and Harris (2000) to measure organizational culture, hence the labels-community, competitive, bureaucratic and innovative were used.

Relationship between Organizational Culture and Performance of OCB

Empirical evidence on the relationship between organizational culture and organizational culture was found to either be non-existent or negligible (Mohant & Rath, 2012). However, a modicum of evidence at least from cross-cultural studies on the link between culture and OCB exists. In the view of Pain and Organ (2000), the engagement in OCB may be influenced by cultural context in several ways. Hofstede (1984) intimated that in individualistic cultures, individuals primary concern is about themselves and their families only while in collectivist societies, tight social structures becomes an important source of cohesion in which people expect their group to be responsible for looking after them in exchange for their absolute loyalty. Research showed that participants from collectivist cultures such as Hong Kong and Japan were significantly more likely to perceive the sportsmanship dimension of OCB to be a requirement of the job than participants from individualistic cultures like Australia or the United States. Also, participants from these collectivistic cultures found the perceived courtesy dimension of OCB to be an integral part of the job than participants from individualistic cultures (Lam, Hui & Law, 1999). Finally, research involving 344 participants from manufacturing organizations, IT firms and banks showed that organizational culture significantly related with OCB (r=.722, p<.01) (Mohant & Rath, 2012).

The Moderating Effect of Organizational Tenure on the Relationship between Organizational Culture and OCB

Organizational tenure has the propensity to result in the development of affective bond between the employee and the organization that he/she works for. In view of this, the researchers are of the greatest conviction that, the exhibition of behaviours whether positive or negative varies as a function of organizational tenure. In the opinion of March and Herbert (1958), organizational tenure is strongly connected to organizational identification because long tenure employees tend to be people who feel that most of their needs are satisfied by the organization. Current evidence in the scholarly world substantiated the position taken by researchers in the late 1950's (Mael & Blake, 1992). Thus, long tenured employees tend to demonstrate high sense of responsibility and largely see themselves as part and parcel of the organization. Against this backdrop, the researchers expect that, organizational tenure will moderate the relationship between organizational culture and performance of OCB in organizations such that organizational culture-organizational citizenship behaviour relationship would be stronger for long tenured employees than for short tenured employees.

With notable exception of psychological contract literature, there is no available empirical evidence on the extent to which organizational tenure influence culture-workplace behaviour relationships. It is imperative to have research based evidence on the extent to which organizational tenure affected culture-OCB relationship given that, being a veteran (long tenured) in an organization has significant implications on behaviour than not being a veteran. Tenured employees demonstrate high sense of belongingness and commitment to work in an organization not because of the monetary reward they receive from the organization but largely because of the affective bonds they have developed for the organization over-time as well as the continued employment (Rousseau & Parks, 1993). Thus, long term commitment relationship between the employee and organization has the propensity to produce positive attitudes and therefore engagement in positive behaviours by the employee. In view of this, highly tenured employees' attitude and behaviour will be more stable than shortly tenured employees, and less contingent upon employer contract fulfillments (Rousseau & Parks, 1993). Evidence from Attraction-Selection-Attrition theory revealed that, highly tenured employees are citizens of organizations because they 'feel at home' as a result of the experience of better person-organization fit (Schneider, Goldstein & Smith, 1995). Accordingly, highly tenured employees are more likely to engage in organizational citizenship behaviour because of this issue of better person-organization fit and 'feeling at home' than shortly tenured employee who because of poor person-organization fit are not at home yet and therefore less likely to think of perform extra-role functions in the organization (Ng & Feldman, 2010).

Consequently, the stability of positive workplace behaviours such as work engagement, OCB, lower intention to leave tends to be stronger for highly tenured employees than for shortly tenured ones. Empirical evidence from meta-analysis study provided strong support for this conclusion (Wright & Bonett, 2002). Specifically, Wright and Bonett (2002) observed that, the relationship between commitment and performance sharply decreased with tenure with performance highly dependent on organizational commitment of short tenured employees than for long tenured employees. In a similar study, Bradley (2007) observed that teachers with high organizational

tenure did not find job control as an important buffer against the negative effects of job stressors on strain than it was for short tenured teachers. These studies have revealed that, organizational tenure of employees has the capacity to strengthen or weaken relationship between variables over time.

According to scholars, different factors drive the behaviour of short and long tenure employees, with reciprocity (Wright & Bonett, 2002) and loyalty (Rousseau & Parks, 1993) driving the behaviours of short and long tenure employees respectively. The concept of organizational loyalty linked to highly tenured employees is consistent with the central position of Human Capital Theory (Becker, 1962; Ng & Feldman, 2010). The Human Capital Theory postulates that, highly tenured employees tend to be employees who have accumulated more firm-specific task-related knowledge and skills, more glued to the organization, know the norms of the organization as well as work climate very well, and therefore their behaviours are not dependent on exchange relationships but more on habits and routines (Hunter & Thatcher, 2007).

Statement of Hypotheses

- Organizational culture will significantly and positively predict the performance of OCB
- Organizational tenure will significantly moderate the organizational culture-OCB relationship such that the longer the tenure, the stronger will be the culture-OCB relationship than when organizational tenure was short

Conceptual Model of Hypothesized relationship between variables
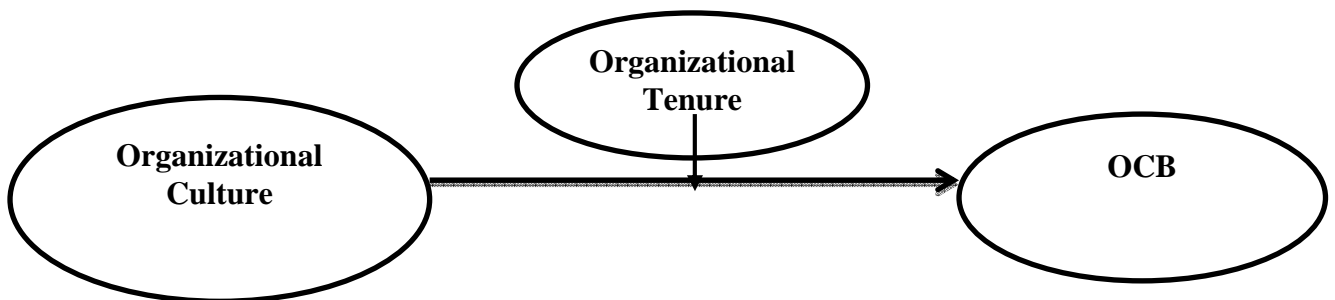
Methodology

Research Design

Cross-sectional and correlational research designs were employed to investigate the predictive relationship between organizational culture (independent variable) and OCB (dependent variable) and the extent to which the relationship is moderated by organizational tenure of employees (Moderator). These designs were appropriate for the study because the study sought to determine the extent to which differences in organizational tenure affected culture-OCB relationship in organizations with data from employees with different tenure at a single point in time via questionnaire. Similarly, the researchers sought to determine the predictive relationship between culture and OCB, making the incorporation of correlational design into the research appropriate. The study was purely quantitative as reliable research questionnaires were used to collect data from the participants in the study.

Sample Size and Sampling Techniques

Two Hundred and seventy-seven (277) participants were involved in the study. The researchers adopted a two-stage sampling process. The first stage involved selection of organizations (banks) and the second stage involved selection of participants. Non-probability sampling strategy was used to select the banks and participants in the study. The organizations and participants were selected conveniently as organizations and participants who were interested in the study and had time to complete the research instrument were selected. The sample size was adequate for the regression analysis conducted in this study. The sample drawn for the study was predominantly males (53.4%) with 46.6% being females. The large majority of participants had worked in the organization for 5years or less (61%), 24.2% had worked for between 6 and 10 years while only 14.8% had worked for 11years and more. In terms of education, the majority hold bachelor's certificate (50.2%), 23.1% hold HND certificate, 19.9% hold master's certificate, and 6.9% hold DBS certificate. Finally, in terms of job position, 63.5% of the participants hold non-managerial position while 36.5% hold managerial position.

Research Instruments

Questionnaire was used to collect data from participants in the study. Organizational culture was measured using the scale by Ogbonna and Harris (2000). It is a 16-item scale with four sub-scales of innovative, community, competitive and bureaucratic culture respectively. Each subscale has 4-items. The reliability values for the subscales and organizational culture as a whole obtained in their study were: innovative culture (α=), community culture (α=), competitive culture (α=), bureaucratic culture (α=), and organizational culture as a whole (α=). The items on this scale are anchored on a 7-point response format ranging from strongly agree (7) to strongly disagree (1).

Organizational citizenship behaviour was measured with a mixed scale. Together, the scales measured the five dimensions of OCB. The OCB scale by MacKenzie, Podsakoff and Fetter (1993) which contains 12-items and measures four out of the five dimensions and MacKenzie, Podsakoff and Paine (1999) two-item scale on the fifth dimension of OCB (courtesy) were used to measure OCB. The dimensions and their reliability coefficients obtained were: altruism (α=.75), sportsmanship (α=.88), civic virtue (α=.75), conscientiousness (α=.83), and courtesy (α=.88). Apart from the courtesy dimension which had two-items, the other four dimensions had three-items each. Together, these five dimensions measure OCB. Thus, the reliability coefficient for OCB as a whole was 0.82. The statements on the scale were anchored on a 5-point likert scale ranging from strongly agree (5) to strongly disagree (1) with higher scores showing high commitment to demonstrate extra-role behaviours and lower scores lower commitment to perform extra-role behaviours.

Organizational tenure was measured using a single item. Participants were required to indicate the number of years they had been in their current organization.

Procedure

Institutional approval was sought from all the organizations involved in the study through the Human Resource Department. The questionnaires were administered by hand to all the participants selected for the study. Three Hundred (300) questionnaires were administered, out of which 277 were fully completed and returned to the researchers. Thus, a response rate of 92.3% was obtained. This response rate was above the acceptable threshold of 60% for research. The researchers attached envelops to the questionnaires and instructed that participants put the completed questionnaires into the envelop and seal. This was done to ensure confidentiality of responses provided. Clear instructions regarding completion of the questionnaire and ethical issues such as informed consent, confidentiality, voluntary participation and institutional approval were provided. Eight (8) weeks was used to collect the data for the study.

Pilot Study

The research instruments were pre-tested to ascertain their suitability for the current study and also to determine their reliability coefficients. To do this, the researchers selected 30 participants conveniently from a single bank. Analysis of the pilot study showed that, participants found all the items suitable. In addition, the reliability coefficients of the scales showed that all the scales were acceptable for statistical analysis in the Ghanaian context. The reliability coefficients obtained for the variables were: organizational culture (α=.806) and OCB (.786).

Results

Some initial analyses were conducted to satisfy some critical assumptions underlying regression analysis. Data screening were conducted to check for normality, linearity, homoscedasticity and multicollinearity and to ensure that these assumptions were satisfied in the study. The data showed that, some of the variables were moderated skewed, however, this was not found to be problem for the regression analysis given the large sample size (n=277) in the study. According to Tabacknick and Fidell (1996), sample size of 150 and above suggests that normality is not a problem. The conditions for linearity and homoscedasticity were met in the study. The hypotheses were tested using standard regression and hierarchical multiple regression tests. The direct predictive relationship between organizational culture and OCB was tested using Standard Multiple Regression while the moderation analysis was conducted using hierarchical multiple regression test. To reduce the effect of multicollinearity, the independent variable (organizational culture) and moderator (organizational tenure) were centred (Cohen, 1968). As shown in Table 1, level of education (r=.190, p<0.05) and job position (r=-.386, p<0.05) related significantly to OCB. However, sex did not significantly relate to OCB. In view of this, the researchers controlled for level of education and job position in the regression analysis.

Table 1: Correlation Matrix of the Relationship between Variables

Variables	1	2	3	4	5	6
Sex	-					
Education	.025 -					
Job Position	.061 -	.385**	-			
Organizational Tenure	.029	.299**	-.342**			
Organizational Culture	-.114	.087	.053	.070 -		
OCB	.034	.190**	-.386**	.223**	.345**	-

Standard regression analysis test was conducted to determine the predictive relationship between organizational culture and OCB. The result is shown in Table 2.

Table 2: Standard Multiple Regression of the Relationship between Organizational Culture and OCB

	B	SEβ	β
1 (Constant)	49.137	.459	-
Organizational culture	.178	.029	.345**

$R^2 = .345$, **$p < .001$

As shown in **Table 2**, organizational culture significantly and positively predicted the performance of OCB. Organizational culture accounted for 34.5% of the variance in OCB. In addition, organizational culture-OCB model was found to be significant in this study [$F_{(1, 276)} = 37.039$, $p < 0.05$].

Table 3: Hierarchical Multiple Regression Results of Organizational Tenure as Moderator on Organizational Culture-OCB Relationship

		B	SEβ	β
1	(Constant)	57.892	2.822	-
	Education	.480	.596	.049
	Job Position	-6.185	1.017	-.367**
2	(Constant)	60.203	2.620	-
	Education	.026	.552	.003
	Job Position	-6.811	.940	-.404**
	Organizational Culture	.189	.027	.366**
3	(Constant)	60.047	2.620	-
	Education	-.102	.561	-.010
	Job Position	-6.494	.974	-.385**
	Organizational Culture	.187	.027	.361**
	Organizational Tenure	.755	.613	.069
4	(Constant)	60.319	2.590	-
	Education	-.168	.555	-.017
	Job Position	-6.501	.962	-.386**
	Organizational Culture	.206	.027	.399**
	Organizational Tenure	.922	.608	.084
	Culture X Tenure	-.090	.032	-.147**

R^2= .151, .282, .286, & .306 for step 1, 2, 3 & 4 respectively; ΔR^2= .151, .132, .004, & .020 for step 1, 2, 3 & 4 respectively; ** $p < .001$

The prediction that organizational tenure will significantly moderate organizational culture-OCB relationship was supported (β=-.147, $p < 0.05$). The moderation model was also found to be significant [$F_{(5, 276)}$ =23.913, $p < 0.05$]. The interactive term alone (culture X tenure) accounted for 2% of the variance in OCB.

Discussion

The intention to and actual performance of a particular behaviour is greatly influenced and therefore does not occur by chance. The engagement in organizational citizenship behaviour is certainly facilitated by some

organizational variables. The researchers in this study sought to find out the relationship between organizational culture and OCB and the extent to which the relationship is moderated by organizational tenure of employees. As expected, the researchers found organizational culture to significantly and positively predict OCB. This implies that, favourable organizational culture encourages the performance of OCB in organizations. This finding which was obtained from sample organizations in the Ghanaian banking industry corroborated previous findings (Mohant & Rath, 2012; Pain & Organ, 2000). The empirical evidence obtained from the Ghanaian context clearly indicates that organizational culture has the tendency to attract and encourage the demonstration of positive workplace behaviours such as OCB from the rank and file of the organization. This outcome is plausible because organizational defines acceptable and unacceptable behaviours, encourage and discourage positive and negative behaviours respectively, and also provide the right ambience for engaging in extra-role behaviours in organizations.

The study also revealed that organizational tenure significantly moderated the relationship between organizational culture and OCB in the Ghanaian banking industry. This empirical evidence is consistent with the Attraction-Selection-Attrition theory (Schneider *et al*., 1995), the Human Capital theory (Becker, 1962; Ng & Feldman, 2010) and other research based findings (Ng & Feldman, 2010; Rousseau & Parks, 1993). The evidence gathered in the current study is deeply rooted in Attract-Selection-Attrition and Human Capital theories which demonstrated that the performance of certain positive behaviours by employees in organizations are influenced more by the number of years they have stayed in the organization. Specifically, by these theories, long tenured employees behave like citizens, demonstrate high level of commitment and therefore voluntarily or willingly go the extra mile in the performance of their duties. Similarly, long tenured employees demonstrate high level of loyalty and therefore engage in some behaviour without the intention of reward (Rousseau & Parks, 1993). Thus, though organizational culture was important in performing OCB, since such behaviours are not rewarded, the probability that an employee would engage in it is greatly influenced by tenure such that loyalty rather than reciprocity because an important driver of extra-role behaviours in organizations. Thus, culture-OCB relationship was stronger with long tenured employees than short tenured ones.

Limitations

The present study is not without limitations. The designs utilized in the study could only help the researchers establish a link between the variables in the study; however, it was impossible to suggest cause-effect relationship from these findings. Thus, though organizational culture was found to significantly predict OCB in the banking industry of Ghana, it does not translate to that fact that culture caused the engagement in OCB. Similarly, though the findings provided a good picture of the link between the variables in the Ghanaian banking industry, attempting to generalize the findings to other organizations such as telecommunication, insurance, educational and extractive firms in the Ghanaian business environment is impossible as the study did not include them.

Recommendation for future Research

The empirical evidence gathered in this study provides an important caveat for future research. It is imperative that researchers consider personality variables such as the Big-Five factors (e.g., conscientiousness, agreeableness, openness to experience, extraversion and neuroticism). Also, examining the link between self-efficacy and OCB or the moderating role of self-efficacy on culture-OCB relationship was required in future since people with high level of self-efficacy generally have high success rate in terms of task performance than those with low self-efficacy. Investigating these variables using different organizations such as insurance, educational institutions and telecommunication organizations would help entrench the findings in a broader manner in the Ghanaian business environment.

Conclusion

The exhibition of behaviours in organizations does not occur by chance. Largely, behaviours are facilitated by some antecedents. The study sought to find out the predictive relationship between organizational culture and OCB and the extent to which the relationship is moderated by the organizational tenure of employees. Empirical evidence gathered in this study showed that, organizational culture significantly and positively predicted engagement in OCB. This means that, cultures that encourage innovation, sense of togetherness, positive

competition and relevant structures and procedures were ideal in encouraging employees to perform extra-roles in organizations. Similarly, it was observed that the organizational tenure significantly moderated the relationship between organizational culture and OCB in the banking industry of Ghana. This finding is consistent with Attraction-Selection-Attrition and Human Capital theories which suggest that highly tenured employees are citizens of organizations and therefore demonstrate high level of commitment to performing duties even outside their job descriptions. The implications of these findings for organizational practice are highly enormous. The culture of an organization should be an incentive or recipe for the exhibition of positive behaviours in organizations. Indeed cultures that play a facilitating rather inhibiting role in terms of the display of positive behaviours should be encouraged. Against this backdrop, the culture of organizations should glue employees to the organization, empower, and create the spirit of oneness among the workforce.

References

Baum, T. (2006). *Human resource management for tourism, hospitality and leisure: an international perspective*. London: Thomson, London, pp.81-109.

Becker, G.S. (1962). Investment in human capital: A theoretical analysis. *Journal of Political Economy, 70,* 9-49.

Bradley, G. (2007). Job tenure as a moderator of stress-strain relations: A comparison of experienced and new-start teachers. *Work and Stress, 21,* 48-64.

Cheung, C. (2006*). The impact of employees' behaviour and the implication of total quality management on service quality: a case study in the hotel industry*. Unpublished PhD Thesis, Glasgow: University of Strathclyde.

Deal, T. E., & Kennedy, A. A. (1982). *Corporate Cultures: The Rites and Rituals of Corporate Life, Reading*, MA: Addison-Wesley Publishing Company.

Harrison, R. (1972). Understanding your organization's character. *Harvard Business Review,* May-June, 119-128.

Hunter, L.W., & Thatcher, S.M.B. (2007). Feeling the heat: Effects of stress, commitment and job experience on job performance. *Academy of Management Journal* (Working Paper No. 377). Zurich, Switzerland: Institute for Empirical Research in Economics, University of Zurich.

Hemdi, M. A., & Nasurdin, A. M. (2005). Procedural justice, citizenship behaviour and service quality: an agenda for hotels. *Proceedings of the APA CHRIE, Conference, Kuala Lumpur*, pp.589-598.

Hofstede, G. H. (1984). *Culture's Consequences: International differences in Work-related Value*s (Abridged edition), Beverly Hills, CA: Sage.

Katz, D., & Kahn, R.I. (1978). *The social psychology of organizations*, (2nd ed.). New York: Wiley.

Kotter, J.P, & Heskett, J.L. (1992). *Corporate culture and performance*. New York: Free Press.

Lam, S. S. Hui, C. & Law, K. S. (1999). Organizational citizenship behavior: Comparing perspectives of supervisors and subordinates across four international samples. *Journal of Applied Psychology*, *84* (4).

Mackenzie, S. B., Podsakoff, P. M., Fetter, R. (1991). Organizational citizenship behavior and objective productivity as determinants of managerial evaluations of salesperson's performance. *Organizational Behavior and Human Decision Processes, 50* (1).

Mael, F., & Blake, E.A. (1992). Alumni and their alma mater: a partial test of the reformulated model of organizational identification. *Journal of Organizational Behaviour, 13*(2), 103-123.

March, J.G., & Herbert, A.S. (1958). *Organizations*. New York: Wiley.

Mohant, J. & Rath, B.P. (2012). Can Organizational Culture be a Predictor of Organizational Citizenship Behaviour? *International Journal of Innovation, Management and Technology, 3*(1): 76-79.

Ng, T.W.H., & Feldman, D.C. (2010). Organizational tenure and job performance. *Journal of Management, 36,* 1220-1250.

Organ, D. W. (1988). *Organizational citizenship behaviour: the good soldier syndrome*. Massachusetts: Lexington Books.

Paine, J. B. & Organ, D. W. (2000). The cultural matrix of organizational citizenship behavior: Some

preliminary conceptual and empirical observances. *Human Resource Management Review*, *10* (1).

Turnispeed, D. (2003). Organisational citizenship behaviour in the hospitality and tourism industry', in (ed) *Kusluvan, S. Managing Employee Attitudes and Behaviour in the Tourism and Hospitality*, New York: Nova Science Publishers, pp247-262.

Peters, T., & Waterman, R. H. (1982). *In search of excellence*. New York: Harper and Row.

Quinn, R.E. & McGrath, M.R. (1985). The transformation of organizational culture: a competing values perspective. In P.J. Frost, L.F. Moore, M.R. Louis, C.C. Lundberg, & J. Martin (Eds.), *Organizational culture* (pp.315-344). Beverly Hills, CA: Sage.

Quinn, R.E. & Rohrbaugh, J. (1981). A Competing Values approach to organizational effectiveness. *Public Productivity Review, 5*, 122-140.

Quinn, R.E. & Rohrbaugh, J. (1983). A spatial model of effectiveness criteria: toward a competing values approach to organizational analysis. *Management Science, 29*, 363- 377.

Schein, E. (1990). Organizational culture. *American Psychologist, 45* (1).

CALL FOR JOURNAL PAPERS

The IISTE is currently hosting more than 30 peer-reviewed academic journals and collaborating with academic institutions around the world. There's no deadline for submission. **Prospective authors of IISTE journals can find the submission instruction on the following page:** http://www.iiste.org/journals/ The IISTE editorial team promises to the review and publish all the qualified submissions in a **fast** manner. All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Printed version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: http://www.iiste.org/book/

Recent conferences: http://www.iiste.org/conference/

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digtial Library , NewJour, Google Scholar