

# Impact of Organizational Culture on Organizational Citizenship Behavior in IT Sector of India: An Exploratory Study using PLS-SEM

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## Abstract

IT Sector is serving as the financial backbone of the country, the employees are anticipated to be extremely competent, operative, and creative. Definitive Culture and Organizational Citizenship Behaviour (OCB) are the parts of various leveled advancements and improvements that have gained the uncommonly considered supervisors, subject matter experts, and researchers. Organizational Culture is a significant benefit when it derives fascinating talent and outstripping the competition. Every establishment's culture is different, so it's imperative to hold what makes the organization exclusive. Culture is most huge when trying to achieve association-wide change and Organizational citizenship conduct is a conduct that is utilized to characterize all the hopeful and useful representative exercises and practices that aren't a part of their endorsed set of working responsibilities. The ultimate goal of this analysis quest was to evaluate the effect of working culture on OCB. PLS-Sem was applied to see the outcomes and it showed that there was a gainful result of work culture on OCB of IT specialists.

**Keywords**— Organizational Citizenship Behavior, Work culture, IT Sector

## I. INTRODUCTION

Only gratified and fulfilled employees will participate in the active working of the association (Chiboiwa et al., 2011). Hierarchical culture is the person and conduct of the association. It is the collection of ethics, prospects, and plays out that control and evaluate the exercises surprisingly of the association. Batman and Organ in the year 1983 coined the term OCB for the primary time and they reflect on it as valuable behavior which hasn't been stated in the job description but the workforces obvious them while gratifying their responsibilities and obligations to aid others. It stands for behaviors that are not a fragment of the recognized necessities of the work but

supports the efficiency of effort and voluntary work. Organ's (1988) idea of OCB deals with five behavior categories – all essential for productive establishments and enhancing the effectiveness of the organizations. It has experienced understated definitional reconsiderations since the term was devised in the late 1980s, but the construct relics the identical at its fundamental. OCB is a rationally contemporary organization impression that has activated approximately for three decades. The academic paradigm of Organizational Citizenship Behavior was innovated by Dennis Organ and Ann Smith (Smith et al., 1983). "Organizations need and prerequisite workforces who will put efforts that are not

present in any job description. Indication denotes that those establishments that have such workforces outclass those that don't (Podsakoff et al., 2009).

## II. REVIEW OF LITERATURE

The organizational culture is its nature, charisma and overall behavior. Organizational culture is also described by (Needle, 2004) as the behavior or interface of persons within an association. Organizational culture incorporates four significant develops: overseeing change, accomplishing objectives, organizing cooperation, and building a solid culture. Independently, the designs are upheld or frustrated by the ethics and rules that are gathered by the foundation's partners. These standards and perspectives are strong powers for hierarchical development or let-down.

(Anning-Dorson, 2021)<sup>i</sup> studied how imaginative hierarchical culture and inventive drive produce market versatility for little and medium undertakings (SMEs) in the help region to work on their force. Both moderate culture and association are viewed as firm-level assets arranged for impacting the adaptability of the firm amidst market disturbance. The appraisal battles that SME association firms should involve their internal assets for develop their adaptability limit which is more basic, remarkable, superior and not substitutable. The disclosures suggest that anyway moderate culture and authority might impact a help association's power, It is more possible to consolidate these enterprise-level resources, allowing the market to be more flexible to its effects.

As per the research by (Bogoviz et al., 2019), the accentuation on their work is to pick the association between different evened out culture and focal characteristics of the planned exertion of dynamic in current business structures and to pick the headings of the heads of certified culture subject to the set standards of dynamic. Thusly, the relationship between authoritative culture and focal points of the pattern of dynamic in current business structures as shown by the norms of the level of incorporation of laborers in powerful is settled.

(Zeb et al., 2021), investigated of systems that allow invention seems to be of interest to both professionals and scholars because innovation is the essential input to organizational longevity. Thus, there is a developing interest in directing extra investigation into the variables that impact creativity. The revelations showed that the fighting regard structure (CVF) model of legitimate culture might raise inventiveness that implies the headway of PEPCO, which justified limit for everyone relying upon the characteristics made by the lifestyle of the affiliation.

(Olafsen et al., 2021) recommended that future organizations need to zero in on their capacity to adjust to be supportable, and that implies that manageability as an authoritative issue will get more accentuation. Change programs, of course, a significant part of the delayed bomb in view of a shortfall of staff responsibility. The target of this investigation is to see what various leveled culture and individuals arranged for change mean for various types of progress liability. The revelations suggest such advancement obligation didn't differentiate across versatile and stable definitive social orders. This could propose that the force of an affiliation's lifestyle, rather than its insightful, is fundamental for change liability.

(Solomon & Brown, 2020) concluded that organizational culture assumes a significant part in affecting worker consistency with data security approaches. Making a subculture of data security can help with working with consistency. The principle force for this paper is to perceive open entryways for the joining effect of media and data security culture on capable data security consistency. This examination similarly means to clarify the impact of veritable culture on the data security culture.

(Gautam & Basnet, 2021), The reason for this investigation is to analyze the intervening impact of inspiration to move preparing in the middle of five elements of hierarchical culture and preparing move. The results show that motivation to move to get ready generally mediates the association between the four parts of definitive culture and setting up the move.

Further, the results moreover show the association among trust and planning move is totally interceded by the motivation to move to get ready.

(V. T. Nguyen et al., 2019), researched the association between hierarchical culture agent definitive obligation and specialist advancement in the Vietnamese IT industry. The results suggest that for the most part authoritative culture and hierarchical obligation are unequivocally and by and large related to agent headway. A more fundamental look uncovers that from authoritative culture's assessments that is mission, versatility and achievement are results in explicitly and all things considered connected with worker headway.

The motivation behind the research study of (Aboramadan et al., 2019) inspected the connections between organizational culture, advancement and banks' presentation in Palestine. The discoveries of the examination show that organizational culture and promoting advancement emphatically affect banks' exhibition. Additionally, it was discovered that advertising execution part of the way intervenes the connection between authoritative culture and banks' presentation

(Park & Doo, 2020), The justification for the evaluation is to research the vital institutions amongst authoritative subculture, HR practices, and lady overseers' revolutionary duty and career pleasure in South Korea. The disclosures exhibited that hierarchical subculture actually impacted HR practices and in a roundabout way affected paintings pleasure and valid liability.

(Azila-Gbetor et al., 2021) was studied on direct citizenship (OCB) rights as an intervening variable between respect for instrumental work and different enforcement of justice; and the difference in attendance rates between household heads and non-family supervisors for models attending family dormitories. Respect for work clearly impacts OCB and moderate family housing performance. OCB intervenes the connection between regard for work and moderate execution.

(Ashfaq & Hamid, 2020) studied the effect of personal relationship (PO) on job responsibility (WE). The article also investigates the relationship between WE, Citizen Direct Affiliate Individual (OCBI) and Citizen Alliance Primary Affiliate (OCBO). On the balance side, the WE-mediating effect of WE were separately assessed between the matched PO and the OCBI/OCBO.

Drawing on the "substitute for authority" hypothesis, the examination by (Aslam et al., 2021) researches the intervening job of workers between administrative help and representative's authoritative citizenship conduct for the climate. It additionally elucidates the part of natural administration rehearses, an alternative for administrative help in this relationship. The discoveries uncover that administrative help upgrades representative perspectives towards supportive of ecological conduct, which thusly builds workers' propensity to include in organization citizenship conduct for the climate.

The research study by (Suharnomo & Hashim, 2019) plans to look at the impact of occupation inspiration and commitment on OCB of Indonesian and Malaysian representatives. Genuine and public social orders are presented as specialists and OCB as a go-between to examine their affiliations concerning work execution. The outcomes show that work obligation and occupation inspiration unequivocally sway OCB in Indonesia yet not Malaysia.

The purpose of the research study by (Qi & Armstrong, 2019) is to perceive how mental style assortment influences intra-bunch debate and individual-level authoritative citizenship exercises. The profession of exchange between forerunners and intermediaries is also explored. The results provide general support for our studied relationship between mental stylistic diversity and internal relationship struggle.

The research of (Singh et al., 2020) plans to quantify OCB among staff individuals in the quick purchaser merchandise (FMCG) business, where a superior presentation work framework (HPWS) has been embraced, to all the more likely comprehend worker usefulness. The

outcomes show that HPWS impacts OCB. The vast majority of the components of HPWS and OCB were discovered to be emphatically related. The discoveries additionally refute the work interaction hypothesis concerning the investigation.

The goal of the study by (Kissi et al., 2019) was to decide the cooperation between authoritative citizenship conduct, work over-burden and worker efficiency in the Ghanaian development industry, to recognize the slender line among both embracing OCB and overlooking work over-burden to further develop representative execution. The review demonstrated that OCBs decidedly influence worker execution in the development business.

According to (Garg, 2019), Albeit elite execution work rehearses (HPWPs) are considered to have a solid impact over authoritative execution, analysts are not consistent with regards to the specific system through which the effect of HPWS rises above to hierarchical execution. The motivation behind this paper is to investigate two illustrative hypotheses (work attributes hypothesis and mental effect hypothesis) of HRM and inspect their conceivable intercession impact on the connection among HPWPs and hierarchical execution.

**Table 1: Insights for Organizational Culture and its influence on OCB**

Author/Title/year	Objectives	Findings	Limitations
The influence of organizational culture on corporate accountants' ethical judgement and ethical intention in Vietnam (L. A. Nguyen et al., 2021)	The knowledge this inspects the effect of organizational culture on the moral judgment and moral expectation of corporate bookkeepers in Vietnam.	The findings suggest that social gathering (organized as a family) wins and influences accountants' moral judgment and ethical views. Respondents in subculture study conditions and represent much more morally separate conditions in theocratic and market social orders, but not in inviting cultures. Agents who stress the adhocracy and market social orders show a more relaxed demeanor towards subtle conditions in any case respondents in the chain of significance culture (rule facilitated) show the most raised moral attitude.	The code of ethics, its substance and the way in which it is translated and applied may fluctuate between callings, affiliations or societies.
Organizational culture, leadership behavior and job satisfaction in the Vietnam context (Tran, 2021)	The motivation for this article is to challenge the impact of different types of level cultures on associate leadership and career achievement. The cultural hypothesis is limited to four credits, explicitly, tribe, attraction, composition, and market.	Chain of command culture adversely associated with relationship-situated initiative conduct. Adhocracy culture emphatically influenced work fulfillment. Group and market societies inconsequential anticipated authority style and occupation fulfillment.	The outcomes of the study may assist leaders and superiors in selecting an appropriate organizational culture that would actually reduce unhappiness.
Let's get everyone involved! The effects of transformational leadership and organizational culture on organizational excellence (Lasrado Kassem, 2020)	The research study set a powerful connection between groundbreaking administration, organizational culture, and hierarchical and greatness to foster a superior comprehension of the easygoing linkages between these three regions.	The vital finding in this investigation recommends that making the association culture gives the comprehensive cooperation and all-encompassing commitment from representatives, which thus prompts hierarchical greatness.	The research focuses on a certain style of leadership, but it can be applied to other styles of leadership as well as different places. The findings of the study build on prior research that revealed that authority was important at first, but that doing so would alter as the culture evolved.
Cultural Encounters: A practice-driven Institutional Approach to the Study of Organizational Culture (Wang & Lounsbury, 2021)	The assessment is performed rather than communicating the honor of planning and the point of view of institutional explanations to integrate the usefulness of preparedness motivated by institutional strategy to face the assessment. cultural values actually bring society back.	Through evaluating seven scenes that we define as "social experiences", the creators track that the combination of silos and the general combination of thoughts increases a sense of temporary relaxation. Time and individuals in complicit relationships sharing common geographic socialization criteria will not have a doubt regarding disposition.	We want to motivate future analysts to research how cultural perspectives and practices penetrate associations in an assortment of ways, both clear and clandestine.
The impacts of corporate social responsibility on organization citizenship behavior and task performance in hospitality: A sequential mediation model (He et al., 2019)	The reason for the review was to perceive how corporate social obligation (CSR) influences representative hierarchical citizenship conduct (OCB) and work commitment in the neighborliness business. The accessible review centers around the large-scale ramifications of CSR on hierarchical execution.	The outcomes showed that CSR positively affects social character, which thus impacts worker OCB and subsequently tasks execution. Social personality and OCB play consecutive intercession parts among CSR and errand execution. Moreover, there is a turned around U-shape association among OCB and task execution.	In light of social personality hypothesis, this study shows how and why CSR influences worker OCB and occupation execution. Specifically, there is a successive intervention linkage among CSR and assignment execution. As indicated by the review, neighborliness associations that training

Conservative culture, innovative culture, and innovative performance: a multi-group analysis of the moderating role of the job type (Al-Khatib et al., 2021)	The motivation driving the investigation study was to perceive the impact of various leveled cultural environment by its two assessments (imaginative real culture and moderate culture) on inventive execution.	The results of this assessment show that the inventive authoritative culture will work on imaginative execution and that a conservative culture diminishes progression openings. Additionally, innovative hierarchical culture progresses creative execution for all laborers paying little brain to who stands firm on administrative circumstances.	This cross-sectional study captures a snapshot in time, a methodological restriction that limits the generalizability of the findings.
Organizational culture and project management methodology: research in the financial industry (Piwowar-Sulei, 2021)	Progressive cultural surroundings impacts different exercises in affiliations, including project the leaders (PM). The evaluation hopes to respond to the going with examination questions: R Q1: what importance is credited to various leveled culture stood apart from the true endeavor qualities while picking the overwhelming PM structure in affiliations? RQ2: What sort of authentic culture is valued for helpful execution of different PM systems? RQ3: what kind (wanting to be any) of relationship exists between the inescapable kind of different evened out culture in affiliations and the pervasive PM technique?	Project administrators discover organizational culture more significant than target project attributes while picking the prevailing PM system in an association. Though authentic assessment uncovered a tremendous association between the leaned toward kind of definitive culture and PM methodology, there is no gigantic association between the current sort of various leveled culture and the PM theory which wins in the association.	Other sectors and organizational culture typologies should be investigated in future research.
Employer brand experience and organizational citizenship behavior: mediating role of employee engagement (Gupta et al., 2021)	The objective of the review was to perceive the way in which the business brand (EBE) impacts authoritative citizenship conduct (OCB). It likewise endeavors to decide the job of representative commitment (EE) as an intervening element in the connection among EBE and OCB.	EBE was unequivocally connected with OCB. The normal to mediate piece of E E in the connection among EBE and OCB was comparatively kept up with.	The study is limited to the banking industry, which restricts the generalizability of the results.

## Linkage of Organizational Culture & Organizational Citizenship Behavior

(Rita et al., 2018) Strong Organizational Responsibility, seen from the emotional, sane, and regulating components can improve Organizational Citizenship Behavior, reflected from the parts of altruism, honesty, sportsmanship, kindness, and urban prudence. (Yaseen et al., 2015) the study focused on approving organizational culture as an important indicator of organizational citizenship behavior likewise includes scholastic files. Their investigation gave another measurement in breaking down the predecessors of OCB including OC, SI and IJ, henceforth consolidating new belief systems incomprehension of the build.

(Coyne & Ong, 2007), revealed that Segment factors of OCB identified with turnover goal across societies and the measure of OCB displayed is affected by culture. These discoveries highlight the commitment of OCBs to authoritative execution, accepting turnover as contrarily affecting organizational execution.

(Vijayakumar & Padma, 2014), Adhocracy and pecking order societies show a direct specific effect on certain ID modes. Moreover, show the direct unfavorable result on the other three strategies for conspicuous verification. Clan culture shows a weak tendency, Market culture shows no impact certain recognizable proof.

(Mohanty & Rath, 2012), It might be determined that particular part connect with the Culture rehearsed in a Workplace and which have a ton to do with Organizational Citizenship Behavior among the workers. And furthermore observed that Organizational Culture is determinedly recognized emphatically with the parts of Organizational Citizenship Behavior.

(Pham et al., 2018), this study discussed that directing part of the green authoritative culture at the impact of green preparation on OCBE is clarified. It helps representatives to apply their skills and abilities in the natural exercises discretionarily and effectively.

(Wambui, 2018), found that organizational culture is a contributing variable in deciding worker's hierarchical responsibility which is emphatically identified with worker performance. Managers and pioneers were prescribed to foster a solid culture in the association to improve the work of the employees.

(Ebrahimpour et al., 2011) have talked about the association between genuine culture and OCB. They have isolated the indications of different evened out culture into social and fundamental pointers. Thinking about the signs of culture in the Organization (Robbins) and OCB (Batman and Organ), the reasonable examination model was formed.

### III. THE HYPOTHESES OF THE STUDY

1. There is a positive and direct connection between managing change and OCB.
2. There is a positive and direct connection between achieving goals and OCB.
3. There is a positive and direct connection between coordinated Teamwork and OCB.
4. There is a positive and direct connection between customer Orientation and OCB.
5. There is a positive and direct connection between cultural Strength and OCB.

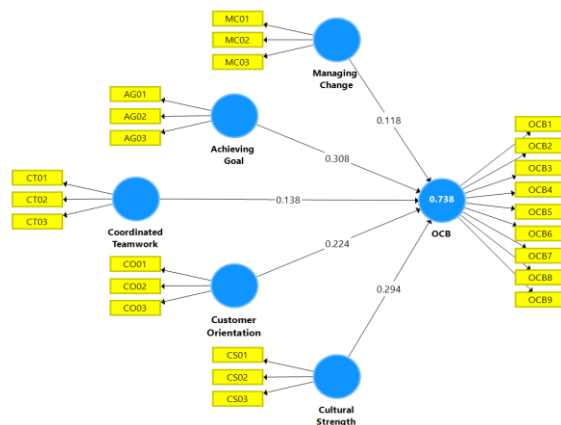


Figure 1: Research Model

### IV. DATA ANALYSIS

#### Common Method Variance

(Podsakoff et al., 2003) utilized Harman's single-factor method to check for normal technique inclination prior to continuing on to PLS-SEM examination. The greatest difference depicted by the principal factor was 43.34 percent of the general change, which was not exactly the proposed 50% limit (Podsakoff et al., 2003). Accordingly, normal strategy inclination didn't hinder our exploration.

#### Methods

Data collection utilized for this examination study is controlled utilizing an overview with five-point Likert scales. A google structure for

the poll was utilized for the information assortment from IT representatives passed on by an introductory letter. At primary, the link was directed to some IT employees for the pilot survey. After some days, the link was distributed to IT professionals. A conceptual model framework is projected for gaining insights and linkage between organizational culture and OCB. Grounded on the planned framework as publicized in Figure 1, an instrument directed in English was implemented from the former research to collect data to assess the hypotheses.

### V. RESULTS AND DISCUSSION

To ascertain the halfway relapse relations in the estimation and underlying model PLS-SEM, (Hair et al., 2011), (Mateos-Aparicio, 2011) has been applied.

#### Measurement Model

Dependability and legitimacy will be viewed as while assessing the estimation strategy. Composite reliability was utilized to survey inner consistency constancy, while external loadings were utilized to evaluate marker dependability. Moreover, average variance extracted (AVE) was utilized to evaluate united legitimacy (Hair Joseph, Jr., Hult G. Tomas M., Ringle Christian, 2017). Table 2 shows that all composite construct reliability above the recommended benchmark of 0.7 (Gefen et al., 2000), and all AVE has its value more than the wishful value of 0.5. (Bagozzi & Yi, 1988).

Items with outer loadings of under 0.4 were eliminated as markers. Things with outer loadings of 0.4 to 0.7 ought to possibly be eliminated if they could bring about an expansion in CR and AVE past the predetermined edge esteem. (Hair Joseph, Jr., Hult G. Tomas M., Ringle Christian, 2017).

Table 2: Result of Measurement Model

Construct	Indicator	Loading	rho_A	CR	AVE
Achieving Goals	AG01	0.849	0.780	0.871	0.692
	AG02	0.855			
	AG03	0.791			

Customer Orientation	CO01	0.899	0.855	0.903	0.757
	CO02	0.902			
	CO03	0.807			
Cultural Strength	CS01	0.845	0.852	0.907	0.765
	CS02	0.900			
	CS03	0.878			
Coordinated Teamwork	CT01	0.846	0.805	0.882	0.714
	CT02	0.879			
	CT03	0.808			
Managing Change	MC01	0.848	0.782	0.866	0.684
	MC02	0.786			
	MC03	0.845			
Organizational Citizenship Behavior (OCB)	OCB1	0.810	0.911	0.926	0.581
	OCB2	0.763			
	OCB3	0.789			
	OCB4	0.777			
	OCB5	0.762			
	OCB6	0.740			
	OCB7	0.796			
	OCB8	0.709			
	OCB9	0.707			

Table 3: Fornell and Larcker criteria

	AG	CT	CS	CO	MC	OCB
Achieving Goals (AG)	0.832					
Coordinated Teamwork (CT)	0.448	0.845				
Cultural Strength (CS)	0.565	0.543	0.875			
Customer Orientation (CO)	0.503	0.414	0.613	0.870		
Managing Change (MC)	0.463	0.46	0.552	0.501	0.827	
Organizational Citizenship Behavior (OCB)	0.703	0.583	0.745	0.676	0.599	0.762

The outcome from Table 3 shows that all develops grant the Fornell and Larcker standards. In this way, it shows that there is no discriminant legitimacy issue. The Heterotrait-Monotrait proportion of relationships (HTMT) strategy was utilized to test discriminant validity (Henseler et al., 2015). As seen in Table 4, All HTMT readings were less than the HTMT 0.90 threshold (Gold et al., 2001). In

outline, the estimation model showed satisfactory united and discriminant validity

Table 4: Heterotrait-Monotrait ratio of correlations (HTMT)

	AG	CT	CS	CO	MC	OCB
Achieving Goals (AG)						
Coordinated Teamwork (CT)	0.565					
Cultural Strength (CS)	0.696	0.654				
Customer Orientation (CO)	0.618	0.501	0.723			
Managing Change (MC)	0.588	0.583	0.667	0.612		
Organizational Citizenship Behavior (OCB)	0.837	0.679	0.845	0.766	0.708	

### Structural Model

The issue of collinearity was at first analyzed while concentrating on the primary model. The Variance Inflation Factor (VIF) values comes within 1.448 to 2.416, which are all underneath the 3.33 measure (Diamantopoulos & Siguaw, 2006), showing that this model has no major collinearity issues.

Then, using the bootstrap re-sampling methodology, the strength of the presented hypotheses was determined (320 resamples).

Two hypotheses regarding direct links were not validated in Table 4.

Research results exhibited that Overseeing Change, Achieving Goals, Coordinated Teamwork, Customer Orientation and Cultural Strength emphatically connected to OCB, with ( $\beta=0.117$ ,  $t= 2.57$ ,  $p<0.05$ ), ( $\beta=0.304$ ,  $t= 5.95$ ,  $p<0.05$ ), ( $\beta=0.138$ ,  $t= 0.049$ ,  $p<0.05$ ), ( $\beta= 0.228$ ,  $t= 4.697$ ,  $p<0.05$ ), and ( $\beta= 0.296$ ,  $t= 4.54$ ,  $p<0.05$ ), respectively.

Table 5: Hypothesis Testing of Relationships

Hypothesis	Relationship	Std. beta	Std. Error	t-value	P-value	Decision
H1	Achieving Goals -> OCB	0.304	0.052	5.953	0.000	In Support
H2	Coordinated Teamwork -> OCB	0.138	0.049	2.837	0.005	In Support
H3	Cultural Strength -> OCB	0.296	0.065	4.537	0.000	In Support
H4	Customer Orientation -> OCB	0.228	0.048	4.697	0.000	In Support
H5	Managing Change -> OCB	0.117	0.046	2.573	0.010	In Support

Next, the  $R^2$  Coefficient of Determination was investigated 0.738% variance of OCB was conjointly explained by the constructs - Managing Change, Achieving Goals, Coordinated Teamwork, Customer Orientation, and Cultural Strength.

Furthermore, (Sullivan & Feinn, 2012) brought up that the p-value alone doesn't reveal the impact size. Cohen's (J., 1988) strategy was utilized to compute the impact size, with upsides of 0.35, 0.15, and 0.02 demonstrating a major, medium, and little impact size, individually.

Meanwhile, achieving goals supported a large effect (.0220) and cultural strength carried (0.151) in producing  $R^2$  for OCB. While in explanation of OCB, managing change (0.032),

coordinated teamwork (0.048), customer orientation (0.108) indicated medium effect size.

Finally, Stone-Q2 Geisser's was used for predictive relevance (Geisser, 1974). The Q2 level of OCB is 0.420 which is higher than 0. As a result, the model proved to be sufficiently predictive.

## VI. DISCUSSION

This study attempted to be familiar with the variables impacting the authoritative culture on OCB. To determine this issue, an investigation model was made to obtain an unrivalled cognizance of the impact of various leveled culture and OCB in the IT Sector of India. The outcome showed that the connection between



legitimate culture and OCB was basic. This outcome facilitated that OCB was affected by definitive culture. (Laihad & Retnowati, 2018) stated that organizational culture that focuses on security and wellbeing, group arrangement, meticulousness, and great correspondence examples will improve instructor conduct in enduring, and perform errands more than anticipated. Organizational culture has a direct impact on OCB. (STONE, 1974) clarified that a solid organizational culture can't urge workers to improve their exhibition and not have the option to change their conduct towards the association.

## VII. IMPLICATION

Experts and top management can take advantage of the acquaintance and data shown in this research study, particularly in framing policies and guidelines related to organizational culture. Employees will be benefitted by adopting organizational culture because organizational culture can positively impact OCB. HR managers must be focussed on framing motivational tools and best organizational culture to make Organizational citizenship behavior of employees in a high way as OCB is having a lot of significance of employees, employers and organization.

## VIII. CONCLUSION

The research study the findings of the organizational culture on OCB. The consequences show that all the elements of organizational culture have significance on OCB. OCB has crucial influence on establishments usefulness in enhancing employee motivation and gratifying establishments set purposes. Employees can feel comfortable conducting OCB, and organizations can feel comfortable encouraging their employees to do so as well.

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