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# The Cultural Matrix of Organizational Citizenship Behavior: Some Preliminary Conceptual and Empirical Observations

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### Abstract

This research considers the applicability and meaningfulness of the concept "Organizational Citizenship Behavior" (OCB) across other cultures. As suggested by George and Jones, the context in which an organization operates may have as much or more to do with the occurrence of OCB as the more intensively studied antecedents in OCB literature (i.e.; satisfaction, commitment, disposition, perceived fairness). This article reviews the construct of OCB and its link to Human Resources, and offers a heuristic model relating two dimensions of culture to OCB. A small survey of 38 individuals from 26 different countries is presented as a way to begin looking at the issue of the global applicability of OCB. Aggregate and individual interview data are examined for leads toward identifying cultural variations on the incidence, perception, and encouragement of OCB.



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