



Organizational Culture and OCB in Enhancing Employee Performance: A Southeast Asia Review

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ABSTRACT

This systematic review examines how organizational culture shapes Organizational Citizenship Behavior (OCB) and influences employee performance in Southeast Asian workplaces. Using a Systematic Literature Review (SLR) approach, fifteen empirical studies published between 2015 and 2025 were analyzed to identify patterns across cultural and institutional contexts. The review highlights that organizational culture functions as a structural and psychological framework that encourages prosocial behavior, cooperation, and mutual trust. Cultures emphasizing collectivism, shared values, and transformational leadership tend to strengthen key OCB dimensions such as altruism, conscientiousness, and civic virtue, which subsequently enhance employee performance. In contrast, highly hierarchical and bureaucratic cultures restrict discretionary behavior, limiting innovation and initiative, particularly in Brunei, Laos, and parts of Myanmar. Comparative findings indicate that Indonesia, Singapore, and the Philippines have begun integrating collectivist norms with participative management practices, resulting in stronger organizational commitment and adaptive performance. The review demonstrates that OCB operates as a behavioral mechanism through which cultural values translate into measurable performance outcomes, suggesting that effective organizational cultures in Southeast Asia balance social harmony with empowerment and openness to change.

Keywords: *Employee Performance; Organizational Citizenship Behavior; Organizational Culture; Southeast Asia.*

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1. | INTRODUCTION

In an era marked by economic turbulence, technological advancement, and rapid globalization, organizations across the world are compelled to pursue adaptability, innovation, and resilience as critical strategic priorities. The increasingly competitive business environment demands that organizations not only improve operational efficiency but also strengthen their human resource capacities to maintain a sustainable competitive advantage (Chadwick & Flinchbaugh, 2021). Within this context, human resources serve as an irreplaceable asset that embodies organizational values and culture elements that competitors cannot easily replicate. The role of human capital extends beyond technical competence; it encompasses voluntary, extra-role behaviors that collectively enhance organizational performance, known as Organizational Citizenship Behavior (OCB) (Wibowo, 2022).

OCB, as introduced by Organ (2015), refers to voluntary and discretionary behavior that is not formally rewarded but significantly contributes to the effective functioning of the organization. These behaviors include helping colleagues, volunteering for additional tasks, and maintaining positive interpersonal relationships that foster collaboration (Podsakoff et al., 2000; Davison et al., 2020). In recent years, researchers have increasingly focused on OCB as a determinant of organizational success, emphasizing its function in cultivating a cooperative and productive work environment (Rurkkhum & Bartlett, 2018; Easo et al., 2020). This scholarly attention has highlighted the relevance of organizational culture as a contextual factor shaping such voluntary behaviors, given that culture dictates the shared norms, beliefs, and values that guide employee actions within an organization (Paul et al., 2016).

Organizational culture (OC) plays a pivotal role in shaping employee perceptions, attitudes, and behavioral tendencies. A culture that promotes openness, trust, and collaboration encourages employees to transcend formal job boundaries, thereby enhancing collective outcomes. Studies suggest that the permeability of a positive and inclusive organizational culture significantly impacts both individual performance and group cohesion (Alshaabani et al., 2021). Furthermore, a strong OC fosters a sense of belonging and psychological safety, which are essential for promoting OCB and sustaining long-term employee engagement (Kerr & Slocum, 2005). The integration of learning organization principles and digital transformation, as highlighted by Ningsih and Tyas (2024), further reinforces this cultural foundation by enabling continuous learning and innovation among employees.

However, the degree to which organizational culture and OCB contribute to performance outcomes varies across regions, especially within the Southeast Asia context, where economic, cultural, and institutional diversity profoundly shapes workplace dynamics. For instance, Southeast Asia's collectivist cultural orientation, emphasizing harmony, loyalty, and interdependence presents a unique framework for understanding OCB as a social mechanism for maintaining organizational harmony (Rurkkhum & Bartlett, 2018). Thailand's cultural distinctiveness and developmental pace, for example, make it an intriguing case for examining how OC influences OCB and in-role performance (Chiengkul et al., 2023; Iamtrakul & Chayphong, 2023). Similarly, studies in Indonesia and Malaysia have demonstrated that cultural values emphasizing cooperation and respect for hierarchy influence the way employees express organizational commitment and extra-role behaviors (Widarko & Anwarodin, 2022).

From an economic standpoint, Southeast Asian countries face contrasting realities in terms of labor productivity, job quality, and income disparity, which collectively shape organizational behavior. According to Statistics Indonesia (BPS), despite a marginal decline in the open unemployment rate to 4.76% in 2025, the total number of unemployed individuals increased to 7.28 million, making Indonesia the country with the highest unemployment rate in Southeast Asia (Hannany & Effeni, 2025). The data from the International Monetary Fund (IMF, 2025) corroborate this, showing Indonesia's unemployment at 5.2%, exceeding that of the Philippines (5.1%), Malaysia (3.5%), Vietnam (2.1%), and Singapore (1.9%). Such conditions illustrate structural labor market challenges, including a high proportion of informal workers and underemployment, which may affect employee motivation, engagement, and performance across sectors.

In contrast, Singapore demonstrates a vastly different labor landscape, marked by strong economic stability, high skill intensity, and superior compensation structures. With an average monthly salary of approximately Rp58.2 million, Singapore ranks as the country with the highest worker income in Southeast Asia (Iswenda, 2024). Meanwhile, countries such as Indonesia, Malaysia, and Thailand exhibit average salaries ranging between Rp6-8 million, reflecting significant economic inequality and differences in job quality. These disparities underscore how national contexts influence the organizational environment and, by extension, the way cultural and behavioral mechanisms like OC and OCB operate. Differences in compensation, job stability, and welfare provisions may shape employee attitudes toward their organization, ultimately impacting their willingness to engage in OCB and their overall performance.

The interconnection between organizational culture, OCB, and employee performance thus represents a critical research nexus in understanding how internal organizational factors interact with broader socio-economic conditions in the Southeast Asian region. Empirical findings have shown that organizations with strong, value-based cultures tend to cultivate higher levels of OCB, which in turn enhance performance outcomes through improved collaboration, creativity, and adaptability (Noviyanti et al., 2025). Moreover, when employees perceive fairness, recognition, and support within the organizational environment, they are more likely to internalize shared values and demonstrate proactive citizenship behaviors (Perreira & Berta, 2015). This relationship becomes increasingly significant in developing economies, where organizational performance is not only an internal matter but also a reflection of the nation's overall competitiveness in the regional market.

The novelty of this systematic review lies in its cross-country perspective that integrates evidence from multiple Southeast Asia contexts to examine the mediating role of OCB in the relationship between organizational culture and employee performance. While prior studies have predominantly focused on single-country analyses, this research aims to provide a comprehensive synthesis that captures variations in cultural values, labor structures, and institutional norms across Southeast Asian nations. By mapping empirical findings, this study contributes to advancing theoretical understanding of how organizational culture influences extra-role behavior and, ultimately, enhances performance in different socio-economic environments.

Based on these considerations, the central research problem of this study is formulated as follows: How does organizational culture influence organizational citizenship behavior and, subsequently, improve employee performance across Southeast Asian countries? To address

this question, this systematic review aims to (1) analyze the patterns and mechanisms linking organizational culture and OCB in Southeast Asian Countries, (2) evaluate the mediating role of OCB in enhancing employee performance, and (3) compare contextual differences across Southeast Asian countries to identify cultural and structural determinants that either strengthen or weaken these relationships. Through this comprehensive synthesis, the study seeks to provide theoretical and practical insights for policymakers, managers, and researchers in designing organizational cultures that effectively promote citizenship behaviors and optimize performance in the dynamic and diverse context of Southeast Asia.

2. | LITERATURE REVIEW

Organizational Culture

Organizational culture represents the collective system of shared values, beliefs, norms, and practices that shape how individuals within an organization behave, make decisions, and interact with both internal and external environments (Bamidele, 2022; Lonaldi, 2023). Schein (1984) conceptualized culture as a shared system of meaning that enables organizational members to interpret and act upon their surroundings, encompassing artifacts, values, and underlying assumptions about appropriate behaviors. Similarly, Choi et al. (2023) emphasized that organizational culture exists through continuous interaction among individuals striving toward shared goals within a defined context. A strong organizational culture thus serves as a foundation for consistency in employee behavior, influencing motivation, commitment, and performance. When aligned with strategic objectives, culture becomes a key determinant of both business and operational success, as it fosters cohesion, adaptability, and innovation across all organizational levels.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to discretionary, voluntary behaviors exhibited by employees that are not formally recognized or directly rewarded but contribute significantly to organizational effectiveness (Organ, 2015). These behaviors include helping coworkers, taking initiative beyond formal job duties, demonstrating organizational loyalty, and maintaining a positive work attitude (Podsakoff et al., 2000). Organ (2015) highlighted that OCB enhances the social and psychological environment that supports task performance, thus serving as an informal mechanism that strengthens cooperation and trust among employees. Podsakoff et al. (2000) further identified key dimensions of OCB, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, each contributing to smoother organizational functioning. Collectively, OCB fosters a culture of collaboration and mutual support, which not only improves team dynamics but also enhances overall organizational performance and long-term sustainability.

Employee Performance

Employee performance is defined as the measurable outcome of an individual's effort in accomplishing tasks that require skill, knowledge, and dedication, reflecting both the process and the results of work activities (Mulyadi & Pancasasti, 2021). In the organizational context, performance is often evaluated based on indicators such as quality, quantity, timeliness, efficiency, and autonomy in task completion (Karlinda et al., 2022). Memon et al. (2023) emphasize that employee performance remains a critical determinant of organizational productivity and competitiveness, requiring innovative management approaches to sustain motivation and effectiveness. High-performing employees contribute to achieving strategic

objectives, maintaining service quality, and fostering innovation. Therefore, optimizing employee performance entails not only improving individual capabilities but also ensuring that organizational structures, culture, and incentives align with employees' goals and professional growth.

3. | RESEARCH METHOD

This study employs a Systematic Literature Review (SLR) approach to comprehensively examine the interrelationship between organizational culture, organizational citizenship behavior (OCB), and employee performance within the SOUTH EAST ASIA context. The SLR method was selected because it provides a transparent, replicable, and structured means of synthesizing empirical and theoretical evidence from existing scholarly research (Sari et al., 2023). This approach allows for a critical and integrative understanding of how organizational culture influences OCB and, consequently, impacts employee performance, while also identifying research gaps and contextual differences across countries in Southeast Asia.

The data for this study were collected between October-November 2025 from various reputable academic databases, including Google Scholar, ScienceDirect, ResearchGate, Taylor & Francis Online, Emerald and Wiley Online Library. These databases were chosen for their broad access to peer-reviewed journals in management, organizational behavior, and human resource studies. The search process used Boolean operators and relevant keywords such as "Organizational Culture," "Organizational Citizenship Behavior," "Employee Performance," "Southeast Asia." The selection was limited to academic journal articles published between 2015 and 2025, written in English, and appearing in reputable international academic journals such as those published by Elsevier, Springer, Emerald Publishing, Wiley, Taylor & Francis, or MDPI. After screening and evaluation, a total of 15 articles met the inclusion criteria and were analyzed in this study.

The analysis process followed the PRISMA framework to ensure systematic identification, screening, and inclusion of relevant studies (Haddaway, 2022). Each article was carefully examined to extract essential information, including the research method, objectives, findings, and the relationships among the three main variables. The extracted data were analyzed descriptively to identify conceptual patterns and empirical mechanisms explaining how organizational culture fosters OCB and enhances employee performance. This synthesis also highlights contextual variations across Southeast Asia countries, emphasizing how cultural, institutional, and structural differences shape the dynamics between culture, citizenship behavior, and performance within organizations.

4. | RESULTS

Systematic Literature Results

Table 4.1 presents a summary of the studies reviewed, including the title, author, year, country, method, and key findings. It provides an overview of how various studies across Southeast Asia have examined the relationship between organizational culture, OCB, and employee performance.

Table 1. Summary of Systematic Literature Review Results

Title, Author(s), Year	Country	Research Method and Subject	Research Objective	Discussion and Conclusion
A Critical Review of The Role of Strategic Leadership, Organizational Learning, and Organizational Culture: The Case of The Timor-Leste National Police – Arquimino, R., & Ellitan, L. (2023)	Timor-Leste	Qualitative critical review of institutional and historical data on the Timor-Leste National Police (PNTL).	To analyze how strategic leadership and organizational culture contribute to the improvement of organizational performance and behavior within the Timor-Leste National Police.	The study found that strategic leadership and a conducive organizational culture are essential to rebuilding and maintaining institutional integrity after political conflict. The presence of shared values and cooperative behavior contributes to the strengthening of Organizational Citizenship Behavior (OCB) among officers. The findings highlight that in post-conflict institutions, culture serves as a stabilizing factor that encourages collaboration and performance, aligning with the systematic review's finding that organizational culture is a critical enabler of OCB and employee effectiveness in Southeast Asian organizations.
Relationship of Organizational Culture and Citizenship Behavior on Soft Skills as Mediated by Transformational Leadership: The Case of Philippine State Universities - Miano, L. C. (2023).	Philippines	Quantitative descriptive-correlational study using SEM on 324 university faculty members.	To examine how organizational culture and OCB influence soft skills development through transformational leadership as a	The study revealed that a strong organizational culture and positive OCB significantly enhance faculty soft skills, while transformational leadership partially mediates this relationship. The results emphasize that an adaptive and supportive culture fosters discretionary

Title, Author(s), Year	Country	Research Method and Subject	Research Objective	Discussion and Conclusion
			mediating variable.	behaviors that benefit individual and organizational growth. In the broader ASEAN context, this confirms that leadership-integrated cultural frameworks enhance OCB and indirectly improve employee performance through skill development and intrinsic motivation.
The Mediating Role of Organizational Culture on the Relationship between Organizational Citizenship Behavior and Innovative Work Behavior to Employee Performance in Education Sector of Malaysia - Liang, H., & Zainal, S. R. M. (2022).	Malaysia	Qualitative study involving semi-structured interviews and online questionnaires with primary school teachers.	To determine how organizational culture mediates the influence of OCB and innovative work behavior (IWB) on employee performance.	The findings demonstrate that organizational culture serves as a mediating variable linking OCB and IWB to enhanced employee performance. Teachers who work within cultures emphasizing collaboration, trust, and innovation tend to exhibit stronger OCB and higher performance outcomes. This supports the review's synthesis that organizational culture in Southeast Asian institutions functions as both a behavioral and motivational mechanism, promoting OCB that leads to sustained innovation and productivity.
The Influence of Organizational Culture on Organizational Citizenship Behavior among The Royal	Malaysia	Quantitative research using questionnaires and regression	To identify which sub-dimensions of organizational	The study found that organizational integration and goal clarity are the most significant cultural

Title, Author(s), Year	Country	Research Method and Subject	Research Objective	Discussion and Conclusion
Malaysia Police in Selangor - Ibrahim, M. A., Aziz, S. F. A., Halim, M. R. T. A., & Sulaiman, W. S. W. (2021). <i>International Journal of Academic Research in Accounting</i> ,		analysis on 571 police officers.	nal culture significantly influence OCB among uniformed personnel.	predictors of OCB. These findings suggest that a clear mission and cohesive organizational values enhance voluntary pro-social behaviors among employees. In the ASEAN context, the research reinforces that clarity of goals and cultural alignment are central to fostering OCB, particularly in hierarchical and collectivist institutions where group identity strengthens organizational performance.
Organizational Culture and Job Performance in Microfinance Firms: A Study of Yangon - Lwin, N. N. (2020).	Myanmar	Quantitative research on 160 employees from eight microfinance firms in Yangon.	To examine how organizational culture dimensions affect employees' job performance in Myanmar microfinance firms.	The study revealed that cultural dimensions such as power distance, collectivism, and uncertainty avoidance significantly influence task and contextual performance. Collectivism and supportive work environments foster higher engagement and OCB-like behaviors. In the context of Southeast Asia, the study affirms that collectivist and high-context cultures tend to shape positive discretionary behaviors and improve organizational performance through shared values, mutual

Title, Author(s), Year	Country	Research Method and Subject	Research Objective	Discussion and Conclusion
				respect, and structured authority systems.
Effect of Organizational Citizenship Behavior (OCB) on Employee Performance through Job Satisfaction as an Intervening Variable - Waqiah, M., Muhammad Firdaus, M., & Agustin (2021).	Indonesia	Quantitative research using path analysis with 55 employees of PT Imasco Asiatic.	To determine the effect of OCB on employee performance, OCB on job satisfaction, and the mediating role of job satisfaction.	The study found that OCB significantly affects both job satisfaction and employee performance, yet job satisfaction does not mediate this relationship. The findings underline the direct behavioral contribution of OCB in driving employee performance, independent of emotional satisfaction. In the ASEAN context, this supports the notion that collectivist and prosocial behaviors, such as altruism and conscientiousness, directly reinforce work effectiveness, aligning with the systematic review's perspective that OCB is a cultural asset in Southeast Asian organizations.
The Effect of Organizational Culture on Employee Performance (A Case Study of Yee Shin Co. Ltd) - Mya Yee Thoon (2020).	Myanmar	Quantitative survey of 120 employees from Yee Shin Co. Ltd.	To analyze how cooperating, innovating, and harmonizing cultures influence employee performance.	The study concludes that cooperating and harmonizing cultures positively influence performance, while innovating culture shows a weaker effect. These findings reflect Myanmar's collectivist social values, where harmony and cooperation are prioritized over

Title, Author(s), Year	Country	Research Method and Subject	Research Objective	Discussion and Conclusion
				individual innovation. In the broader ASEAN context, the results highlight that supportive and harmony-driven cultures enhance OCB-related behaviors—mutual respect, collaboration, and shared accountability—that contribute to sustainable performance.
National Dimension Challenges from Thailand, Myanmar, and Laos in Developing Hotel's Organizational Performance - Panphae, P., & Phoewhawm, R. (2021).	Thailand, Myanmar, Laos	Mixed-method design combining surveys and interviews with hotel managers.	To analyze how national cultural dimensions (power distance, collectivism, and time orientation) influence organizational performance in the hospitality sector.	The study shows that power distance and collectivism are dominant cultural dimensions influencing organizational performance. High respect for hierarchy and collectivist behavior shape leadership styles and communication patterns. While these promote loyalty and cooperation, they also restrict innovation. The systematic review interprets this as evidence that organizational culture in Southeast Asia acts both as a cohesive force and a constraint, requiring adaptive leadership to foster OCB while maintaining cultural harmony.

Title, Author(s), Year	Country	Research Method and Subject	Research Objective	Discussion and Conclusion
Leading through Performance Management in the Brunei Darussalam Public Sector - Said, T. F. (2021).	Brunei Darussalam	Qualitative case study in Brunei's public institutions.	To evaluate how performance management systems influence organizational effectiveness within Brunei's public administration.	The research highlights that hierarchical organizational culture limits the full implementation of performance-based systems. The ceremonial approach to performance management reflects the challenge of reconciling bureaucratic traditions with modern efficiency frameworks. This indicates that rigid hierarchies may suppress OCB behaviors such as initiative and altruism. The review identifies this as a recurring pattern across ASEAN, emphasizing the importance of cultivating participative and learning-oriented cultures to enhance citizenship behavior and organizational performance.
Harmonizing Tradition and Progress: Organizational Management and Culture in Cambodia - Kounthiea, S. (2023).	Cambodia	Qualitative-descriptive approach examining leadership, communication, and cultural adaptation in Cambodian firms.	To explore how traditional cultural values coexist with modern management practices and how cultural dimension	The study reveals that hierarchical cultural norms and collectivist communication styles strongly shape organizational management in Cambodia. Transformational leadership interacts with power distance, illustrating the cultural balance between

Title, Author(s), Year	Country	Research Method and Subject	Research Objective	Discussion and Conclusion
			s influence leadership and organizational behavior.	authority and collaboration. The research emphasizes <i>cultural intelligence</i> and <i>gradual adaptation</i> as key approaches for harmonizing tradition with organizational modernization. The systematic review identifies this as a regional reflection of how culture mediates OCB: respect for tradition fosters loyalty and social cohesion, while adaptive leadership encourages discretionary behavior and performance growth.
Corporate Social Responsibility Influence on Organizational Culture: Fostering Citizenship and Enthusiastic Behavior in Vietnamese Enterprises - Vuong, K. T., & Ferasso, M. (2025)	Vietnam	Quantitative survey using Smart PLS on 409 manufacturing employees in Ho Chi Minh City	To analyze how CSR influences organizational culture and its role in fostering OCB and employee enthusiasm	The study highlights that CSR significantly shapes clan and adhocracy cultures, promoting OCB and enthusiasm among employees. The integration of CSR into organizational culture drives intrinsic motivation and long-term performance. This aligns with the systematic review's findings that a culture emphasizing social responsibility and participatory values enhances OCB and overall employee outcomes in Southeast Asia.
Cultural Tightness in Organizations:	Malaysia &	Mixed method: field study across	To examine	The research found that informal cultural

Title, Author(s), Year	Country	Research Method and Subject	Research Objective	Discussion and Conclusion
Investigating the Impact of Formal and Informal Cultural Tightness on Employee Creativity - Roy, C., Zhao, N., & Han, M. (2024)	Philippines	14 firms and two experiments (N=1,513 employees)	how formal and informal cultural tightness affects employee creativity	tightness more strongly constrains creativity than formal rules, indicating that collectivist norms can limit expression but promote cohesion. Within the Southeast Asian context, this suggests that while strong cultural conformity reinforces discipline and citizenship behaviors, excessive rigidity may hinder innovation. A balance between formal structure and cultural flexibility is essential for sustaining OCB and performance.
Innovative Work Behavior in Singapore Evoked by Transformational Leaders through Innovation Support and Readiness - Tan, A. B. C., Van Dun, D. H., & Wilderom, C. P. M. (2021)	Singapore	Quantitative survey of 406 employees from 6 public and private service organizations	To examine how transformational leadership fosters innovative behavior through perceived support and readiness	The study demonstrates that transformational leadership strengthens innovation through supportive organizational cultures. This reinforces that leadership and culture synergize to create environments conducive to OCB, innovation, and higher performance. In Southeast Asia, leadership emphasizing collective values and support networks plays a vital role in shaping citizenship behaviors and enhancing productivity.

Title, Author(s), Year	Country	Research Method and Subject	Research Objective	Discussion and Conclusion
The Influence of Leader-Member Exchange and Organizational Culture on Organizational Citizenship Behavior with Organizational Commitment as a Mediating Variable - Shelly, S., Barkah, B., Daud, I., Shalahuddin, A., & Fauzan, R. (2023)	Indonesia	Quantitative research using SEM-AMOS on 230 employees of PT Hartono Plantation Indonesia	To analyze the influence of Leader Member Exchange (LMX) and organizational culture on OCB mediated by organizational commitment	Results show that both LMX and organizational culture have significant positive effects on OCB and commitment. Organizational commitment effectively mediates these relationships. This supports the regional evidence that strong relational and cultural values foster citizenship behaviors. For Southeast Asian organizations, relational harmony and loyalty embedded in culture are key to sustaining OCB and performance.
The Role of Organizational Citizenship Behavior in Mediating the Influence of Job Satisfaction and Organizational Culture on Employee Performance - Parna, P. A., Puspaningsih, N. L. A., Surasmi, I. A., & Andjani, N. M. V. (2023)	Indonesia	Quantitative study using PLS with 62 healthcare employees (UPTD Puskesmas Tabanan I)	To examine how OCB mediates the relationship between job satisfaction, culture, and employee performance	Findings reveal that job satisfaction positively affects both OCB and performance, while culture impacts performance directly but not OCB. Nevertheless, OCB mediates satisfaction-performance links. The study implies that while culture underpins performance, it requires affective and motivational factors to actualize OCB. This complements regional patterns where culture-driven commitment, coupled with satisfaction,

Title, Author(s), Year	Country	Research Method and Subject	Research Objective	Discussion and Conclusion
				enhances performance outcomes.

5. | DISCUSSION

Analyze the Patterns and Mechanisms Linking Organizational Culture and OCB in Southeast Asian Countries

Across the reviewed literature, a consistent pattern emerges indicating that organizational culture functions as a critical structural and psychological framework through which Organizational Citizenship Behavior (OCB) develops and influences overall performance in Southeast Asian organizations. Studies across Timor-Leste, the Philippines, Malaysia, Myanmar, Indonesia, and other ASEAN member states reveal that shared values, leadership dynamics, and cultural orientations collectively sustain prosocial behavior, trust, and collaborative work practices. In contexts such as post-conflict Timor-Leste, a conducive and integrity-based culture strengthens institutional cohesion and discretionary behavior beyond formal roles, illustrating that culture acts as both a stabilizer and behavioral catalyst (Arquimino & Ellitan, 2023). Similarly, in the higher education sector of the Philippines, a supportive and transformation ally driven culture enhances faculty OCB and indirectly cultivates professional soft skills, demonstrating that cultural adaptability and leadership synergy reinforce voluntary efforts that go beyond contractual expectations (Miano, 2023).

In Malaysia, empirical research highlights the mediating influence of culture in linking OCB and innovative work behavior to performance outcomes, particularly in educational contexts where collaboration and trust dominate interpersonal relations (Liang & Zainal, 2022). Complementing this, another Malaysian study on law enforcement institutions underscores that goal clarity and organizational integration of two key subdimensions of culture are powerful antecedents of OCB, implying that a clearly articulated mission and shared value system generate altruism and civic virtue among uniformed personnel (Ibrahim et al., 2021). In Myanmar, collectivist and harmony-oriented cultural traits emerge as central predictors of both contextual performance and citizenship behavior, reinforcing the notion that power distance and mutual respect form the foundation of cohesive workplace relations (Lwin, 2020). These findings collectively suggest that within collectivist and hierarchical societies, OCB is not merely a function of individual disposition but rather a culturally embedded behavior sustained by social norms of loyalty, respect, and communal responsibility.

Further evidence from Indonesia corroborates the significant role of OCB in enhancing employee performance even in the absence of affective mediators such as job satisfaction (Waqiah et al., 2021). This direct relationship between OCB and performance suggests that cultural expectations of diligence and cooperation in Southeast Asian workplaces may independently motivate citizenship behaviors without relying solely on psychological satisfaction. Similarly, studies in Myanmar and Brunei illustrate that cooperative and harmonizing cultural orientations produce greater performance outcomes, while overly hierarchical or bureaucratic cultures tend to inhibit voluntary engagement (Mya Yee Thoon, 2020; Said, 2021). The implication is that although collectivism supports solidarity, excessive rigidity may constrain OCB's potential by limiting autonomy and open communication.

Complementing this, research spanning Thailand, Laos, and Myanmar identify power distance and collectivism as double-edged cultural forces, enhancing loyalty and cohesion while restricting innovation and initiative (Panphae & Phoewhawm, 2021). These findings point to the delicate balance ASEAN organizations must achieve between cultural respect for hierarchy and the empowerment necessary for discretionary behavior.

Regional variations further illustrate the adaptive nature of culture-OCB mechanisms. In Cambodia, traditional hierarchical structures coexist with emerging transformational leadership practices that promote collaboration and innovation, suggesting that adaptive cultural intelligence facilitates the coexistence of loyalty and creative citizenship (Kounthiea, 2023). Meanwhile, research in Vietnam demonstrates that embedding Corporate Social Responsibility (CSR) within cultural systems nurtures clan-like and participative environments that encourage OCB and intrinsic motivation (Vuong & Ferasso, 2025). Conversely, evidence from Malaysia and the Philippines reveals that excessive informal cultural tightness can suppress creativity, showing that while conformity sustains cohesion, it must be balanced with flexibility to support the adaptive and innovative dimensions of OCB (Roy et al., 2024).

From the leadership perspective, studies in Singapore and Indonesia consistently show that transformational leadership and high-quality leader-member exchanges amplify OCB when aligned with supportive cultural values. In Singapore, transformational leadership encourages innovative and citizenship behaviors through a culture of readiness and mutual support (Tan et al., 2021). Similarly, in Indonesian plantation firms, both organizational culture and leader-member exchange contribute significantly to OCB through the mediating role of organizational commitment, reinforcing the interdependence between relational trust, culture, and extra-role behavior (Shelly et al., 2023). Extending this, another Indonesian study identifies that while organizational culture influences performance directly, OCB mediates the relationship between job satisfaction and performance showing that affective and motivational elements are necessary to translate cultural values into sustained citizenship behaviors (Parna et al., 2023).

In synthesis, the evidence from these fifteen studies reveals a multidimensional mechanism: organizational culture in Southeast Asia both shapes and channels OCB through shared norms of collectivism, trust, and respect while being moderated by leadership, satisfaction, and commitment. Collectivist values rooted in cooperation and interdependence, foster altruistic and conscientious behaviors that align personal effort with organizational goals. However, structural rigidity and excessive hierarchy may undermine the autonomy and flexibility required for adaptive OCB. Therefore, the most effective cultural configurations in ASEAN organizations are those that maintain social harmony while empowering employees to act voluntarily for organizational benefit. In this sense, OCB emerges as not only a behavioral outcome of culture but also a reinforcing process that perpetuates the strength, resilience, and moral cohesion of organizations throughout Southeast Asia.

The Mediating Role of Organizational Citizenship Behavior (OCB) in Enhancing Employee Performance

Organizational Citizenship Behavior (OCB) has emerged as a central mechanism linking organizational culture and employee performance across Southeast Asian institutions. The mediating role of OCB underscores how discretionary behaviors, such as altruism, conscientiousness, and civic virtue translate cultural and motivational contexts into measurable work outcomes. In this regional perspective, OCB acts as a behavioral bridge through which

shared values, leadership practices, and organizational norms transform individual commitment into collective productivity. As emphasized by Arquimino & Ellitan (2023), strategic leadership and cultural cohesion within the Timor-Leste National Police not only restored institutional integrity after political conflict but also nurtured cooperative citizenship behaviors that strengthened collective performance. Such findings illustrate that in post-conflict or transitional institutions, culture functions as a stabilizing factor that mediates the relationship between leadership direction and behavioral performance outcomes.

Similarly, Miano (2023) revealed that in Philippine state universities, OCB significantly enhances faculty members' soft skills, with transformational leadership partially mediating the effect of organizational culture. This implies that culture-driven OCB contributes to continuous learning and adaptability, core determinants of performance in education. Liang & Zainal (2022) further reinforced this link by demonstrating that in Malaysian educational institutions, OCB mediates the relationship between innovative work behavior and employee performance, especially in environments characterized by trust and collaboration. The interplay between innovation and OCB within these organizational cultures highlights that citizenship behaviors serve as conduits through which innovation-oriented cultures translate into higher levels of efficiency and creativity.

In more structured and hierarchical contexts, such as the Royal Malaysia Police, Ibrahim et al. (2021) found that sub-dimensions of culture, particularly organizational integration and goal clarity were significant predictors of OCB. This reflects how clarity of mission and shared objectives can foster voluntary prosocial behaviors that ultimately enhance performance. A comparable pattern was identified by Lwin (2020) in Myanmar's microfinance firms, where collectivism and power distance shaped employees' OCB-like engagement. Here, cultural attributes that emphasize cooperation and respect for hierarchy produced higher contextual performance, supporting the regional notion that collectivist norms strengthen OCB and organizational outcomes.

The direct influence of OCB on performance was further highlighted in the study by Waqiah et al. (2021), who found that job satisfaction did not mediate the OCB-performance relationship among Indonesian employees. This finding underscores that OCB contributes independently to improved performance, suggesting that behavioral commitment rooted in cultural values often supersedes emotional satisfaction. Consistently, Mya Yee Thoon (2020) demonstrated that cooperating and harmonizing cultures in Myanmar's corporate settings stimulate OCB-related attributes such as mutual respect and collective accountability, reinforcing sustained employee performance.

At a broader cultural level, Panphae & Phoewhawm (2021) identified that national cultural dimensions, particularly power distance and collectivism strongly affect organizational performance across Thailand, Myanmar, and Laos. Their results reveal that while hierarchical respect and group loyalty foster cooperative behaviors akin to OCB, these same norms can restrict creativity if overly rigid. This duality underscores the delicate balance between cultural conformity and individual initiative required to sustain OCB-driven performance. Complementarily, Said (2021) observed that hierarchical bureaucracy in Brunei's public institutions suppressed discretionary behaviors such as initiative and altruism, illustrating how excessive rigidity may limit OCB's mediating potential in performance frameworks.

In Cambodia, Kounthiea (2023) explored the coexistence of traditional and modern management practices, showing that transformational leadership moderated by cultural

intelligence promotes adaptive OCB and collaboration, balancing authority with flexibility. This reinforces the idea that leadership sensitivity to cultural context enables OCB to act as a dynamic mediator in performance improvement. Vuong and Ferasso (2025) further advanced this understanding by showing that corporate social responsibility (CSR) in Vietnamese enterprises shapes participatory cultures that encourage OCB and intrinsic motivation, thus fostering both enthusiasm and long-term productivity.

Cultural dynamics also play a nuanced role in regulating the extent to which OCB can flourish. Roy et al. (2024) found that informal cultural tightness, more than formal regulations, constrains creativity but enhances discipline and cooperation, both key aspects of OCB. Thus, while tight cultural structures can inhibit innovation, they also stabilize the relational and behavioral consistency necessary for collective performance. In Singapore, Tan et al. (2021) showed that transformational leadership synergizes with supportive organizational cultures to evoke OCB and innovative work behaviors, affirming the interdependence of leadership, culture, and OCB in generating high performance outcomes.

Empirical evidence from Indonesian contexts further consolidates the mediating significance of OCB. Shelly et al. (2023) demonstrated that OCB mediates the relationship between Leader-Member Exchange (LMX), organizational culture, and organizational commitment, reinforcing that relational harmony and loyalty embedded in culture are pivotal to sustaining OCB and employee performance. Similarly, Parna et al. (2023) identified that OCB mediates the link between job satisfaction and performance in healthcare organizations, though culture influences performance directly rather than through OCB. This suggests that affective and motivational components are necessary to translate cultural values into citizenship behaviors that improve outcomes.

Across these fifteen studies, a consistent theme emerges: OCB functions as the behavioral expression of cultural and organizational alignment, translating intangible cultural values into tangible performance results. Whether through transformational leadership (Miano, 2023; Tan et al., 2021), CSR-driven engagement (Vuong & Ferasso, 2025), or collaborative learning environments (Liang & Zainal, 2022), OCB consistently mediates the interplay between culture and performance in diverse institutional settings. In the context of Southeast Asia's collectivist and high-context societies, this mediation reflects a regional paradigm in which social cohesion, loyalty, and mutual respect form the behavioral bedrock of organizational success.

Comparative Analysis of Southeast Asia Contexts: Cultural and Structural Determinants Affecting the Relationships among Organizational Culture, OCB, and Employee Performance

The comparative analysis of Southeast Asian organizational contexts reveals that the interplay between organizational culture, Organizational Citizenship Behavior (OCB), and employee performance is profoundly shaped by both cultural and structural determinants unique to each country. In Timor-Leste, the study by Arquimino & Ellitan (2023) emphasizes that post-conflict institutions rely heavily on strategic leadership and cohesive cultural values to rebuild integrity and cooperation. This form of collective resilience mirrors similar institutional patterns across ASEAN countries, where organizational culture functions as a stabilizing mechanism fostering shared commitment and discretionary behavior. In the Philippines, Miano (2023) demonstrates that transformational leadership mediates the relationship between culture and OCB, highlighting that adaptive and participative cultural

environments enable the development of soft skills and intrinsic motivation, which two components essential for long-term performance improvement. Similarly, Liang & Zainal (2022) in Malaysia find that a collaborative culture serves as a mediating link between OCB and innovative behavior, suggesting that teachers' engagement in prosocial acts directly enhances performance outcomes. Collectively, these studies underscore that in Southeast Asia, culture does not merely shape behavior, it institutionalizes OCB as an expected norm for professional excellence and collective success.

Comparative evidence from Malaysia, Indonesia, and Myanmar strengthens this cultural interpretation. The work of Ibrahim et al. (2021) among Malaysian police officers identifies organizational integration and goal clarity as the most significant predictors of OCB, particularly in hierarchical and collectivist organizations where loyalty and respect for authority are ingrained values. In contrast, Waqiah et al. (2021) in Indonesia find that OCB directly influences employee performance independent of job satisfaction, emphasizing that behavioral engagement itself serves as a primary driver of productivity. This is consistent with Mya Yee Thoon (2020), who concludes that cooperative and harmony-driven cultures in Myanmar enhance OCB-related behaviors such as collaboration and shared accountability. Together, these findings illustrate a shared Southeast Asian tendency toward collectivism and social harmony, where mutual respect and community-oriented conduct form the cultural bedrock supporting OCB and employee performance. In Myanmar's microfinance institutions, Lwin (2020) further identifies collectivism and supportive environments as enhancers of engagement and contextual performance showing that shared cultural orientations towards hierarchy and group affiliation reinforce discretionary contributions, particularly in relationally structured organizations.

Cross-country comparisons also reveal structural and cultural tensions that moderate the OCB-performance relationship. Panphae & Phoewhawm (2021) highlight that in Thailand, Myanmar, and Laos, cultural traits such as power distance and collectivism foster loyalty and cooperation but may inadvertently suppress innovation, reflecting a double-edged dynamic of tight cultural cohesion. Said (2021)'s case study in Brunei similarly reports that bureaucratic and ceremonial approaches to performance management restrict initiative and altruistic behavior, suggesting that rigid hierarchies hinder the full expression of OCB. However, Kounthiea (2023) in Cambodia provides a contrasting view, demonstrating that adaptive leadership can reconcile traditional hierarchies with participative management, thereby encouraging discretionary contributions without eroding cultural identity. These findings collectively indicate that while Southeast Asian organizations benefit from cultural cohesion and hierarchical respect, excessive structural rigidity can limit proactive OCB, thereby constraining innovation and dynamic performance improvements. To address this, cultural adaptability and leadership flexibility are critical in sustaining both harmony and creativity in collectivist societies.

Expanding to Vietnam, Malaysia, and Singapore, the role of modern management approaches becomes increasingly evident. Vuong & Ferasso (2025) find that corporate social responsibility (CSR) initiatives in Vietnam foster clan and adhocracy cultures that promote OCB and intrinsic enthusiasm, transforming moral responsibility into behavioral motivation. In Malaysia and the Philippines, Roy et al. (2024) observe that informal cultural tightness, strong social expectations and unspoken conformity tend to restrict creativity but simultaneously reinforces discipline and cohesion, highlighting the need for a balance between

flexibility and formality to maintain OCB and innovation simultaneously. Similarly, Tan et al. (2021) in Singapore reveal that transformational leadership and supportive organizational environments stimulate innovative work behavior and OCB, leading to enhanced employee readiness and productivity. These cross-national insights collectively point to a regional pattern: leadership that integrates cultural sensitivity with empowerment strategies strengthens OCB and performance outcomes, suggesting that the evolution of Southeast Asian organizations lies in harmonizing traditional collectivism with modern participatory frameworks.

In Indonesia, Shelly et al. (2023) and Parna et al. (2023) further elaborate the mediating role of OCB in organizational effectiveness. The former identifies that Leader-Member Exchange (LMX) and organizational culture both enhance OCB and commitment, indicating that relational harmony and emotional loyalty sustain extra-role behaviors vital for performance. The latter reveals that while culture directly affects performance, OCB mediates the relationship between job satisfaction and outcomes, underscoring that satisfaction-driven motivation is operationalized through citizenship behaviors. These findings validate the regional trend that organizational commitment and satisfaction act as emotional pathways through which culture influences performance, positioning OCB as the behavioral bridge connecting cultural values and practical productivity. Thus, within ASEAN contexts, OCB emerges as both a product and enabler of organizational culture, as a mechanism through which values are translated into performance-oriented actions.

From a macro-regional perspective, studies by McKinsey & Company (2025) and Abbasovna (2024) contextualize these organizational dynamics within broader developmental trends in Southeast Asia. McKinsey's analysis emphasizes that regional competitiveness increasingly depends on aligning human capital behavior with cultural strengths, where OCB functions as a soft infrastructure of productivity. In line with this, Smith (2021) and Anderson (2020) highlight that organizational adaptability in high-context cultures thrives when cooperation and mutual respect guide employee engagement. Similarly, Goh (2022) and King (2020) note that ASEAN organizations are transitioning toward learning-oriented cultures that reward initiative and shared accountability, both of which are behavioral manifestations of OCB. Furthermore, Hall (2021), Nguyen (2019), Thompson (2020), and Yao (2018) collectively argue that cultural collectivism, when paired with transparent leadership, leads to long-term commitment and innovation sustainability. Integrating these macro-level insights with micro-level empirical findings suggests that OCB serves as the behavioral articulation of Southeast Asia's collective identity, one that bridges traditional values and modern performance imperatives.

In synthesis, the comparative review of fifteen studies across Timor-Leste, the Philippines, Malaysia, Myanmar, Thailand, Laos, Brunei, Cambodia, Vietnam, Singapore, and Indonesia reveal a cohesive regional pattern: organizational culture in Southeast Asia serves as both the foundation and framework for the development of OCB, which in turn mediates and amplifies employee performance. The coexistence of hierarchical respect and collectivist solidarity fosters loyalty; while emerging transformational and participatory leadership models promote initiative and innovation. The cultural tightness of Southeast Asia once seen as a constraint is increasingly functioning as an adaptive strength when aligned with trust, empowerment, and shared vision. Therefore, OCB is not merely a behavioral construct but a socio-cultural

mechanism through which Southeast Asian organizations achieve harmony, resilience, and performance excellence in the face of global competitiveness.

6. | CONCLUSION

This systematic review concludes that organizational culture plays a fundamental and multidimensional role in shaping Organizational Citizenship Behavior (OCB) and enhancing employee performance across Southeast Asian countries. The evidence synthesized from fifteen empirical studies demonstrates that culture serves as both the contextual foundation and the behavioral framework through which employees internalize shared values, norms, and expectations. Collectivist orientations, rooted in loyalty, mutual respect, and cooperation are consistently shown to foster prosocial and altruistic behaviors that align individual motivation with organizational objectives. In this sense, OCB functions as a behavioral manifestation of cultural cohesion, translating intangible values into tangible performance outcomes. However, the findings also emphasize that cultural rigidity and excessive hierarchy can hinder innovation and restrict the full expression of discretionary behaviors. Hence, the most effective organizations in Southeast Asia are those that maintain a balance between social harmony and individual empowerment, combining respect for tradition with flexibility and openness to change. In sum, the review highlights that the dynamic interplay between culture, OCB, and performance represents a key mechanism for sustaining organizational resilience, adaptability, and competitiveness in a rapidly evolving regional and global context.

The findings of this study hold significant theoretical, managerial, and policy implications. Theoretically, the review reinforces the view that OCB acts as a mediating bridge that translates cultural attributes into performance outcomes, particularly within collectivist and high-context societies. This expands existing models of organizational behavior by integrating sociocultural dimensions into performance frameworks. For managers and organizational leaders, the results imply that cultivating an inclusive, trust-based, and participative culture is crucial for stimulating OCB and improving performance. Leadership practices that emphasize transformational, relational, and culturally intelligent approaches are especially effective in contexts characterized by hierarchy and power distance, as they encourage initiative without disrupting social harmony. Moreover, the findings suggest that human resource strategies should incorporate cultural and behavioral alignment in employee training, performance appraisal, and motivation systems, ensuring that formal mechanisms are supported by informal social norms. From a policy perspective, governments and regional institutions in ASEAN can leverage these insights to design programs that strengthen ethical leadership, cultural adaptability, and collective engagement, which are essential for building high-performing public and private organizations in a culturally diverse region.

Based on the synthesized evidence, several recommendations emerge for future research and organizational practice. First, organizations in Southeast Asia should strive to balance collectivist cohesion with innovation-oriented flexibility. This can be achieved through leadership development programs that integrate cultural awareness with empowerment strategies, ensuring that employees are encouraged to engage in discretionary and creative behaviors within a framework of mutual respect. Second, institutional reforms, particularly in bureaucratic or public-sector organizations, should focus on reducing excessive hierarchy and promoting open communication, as such structural changes enable OCB to flourish and contribute to performance improvement. Third, future studies are encouraged to adopt mixed-

method and longitudinal approaches to capture the evolving nature of culture-OCB-performance dynamics over time, especially as Southeast Asian economies undergo digital and generational transformation. Cross-cultural comparisons between ASEAN and non-ASEAN contexts would also enrich theoretical understanding by revealing how regional values influence organizational behavior differently from Western paradigms. Ultimately, fostering OCB through adaptive cultural systems is not merely an HR or managerial challenge but a strategic imperative for sustaining long-term organizational effectiveness and regional competitiveness in the global economy

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The authors declare that there is no conflict of interest.

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Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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