

# The Influence of Loyalty, Participation and Obedience on Organizational Citizenship Behavior

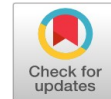
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**Abstract:** This study employs loyalty, obedience, and participation to predict Organizational Citizenship Behavior (OCB) and explores the relationship among these three variables. The purposes of this study are to interpret and explain the three elements about OCB; discuss the relationship among the three elements, and understand that which element influences organizational citizenship behavior the most. Path analysis and stepwise regression analysis were performed to analyze the data from 92 questionnaires. The sample included persons in several kinds of occupations because the study aims to explore the general situation of workers in different professions. The researchers found that (1) loyalty influences participation and consequently influences obedience, and (2) although loyalty influences OCB the most, but its influence on OCB does not excessively exceed the influence of participation on OCB. The results of this study can provide the managers an approach to lead employees in practice.

**Keywords:** Organizational citizenship behavior, Loyalty, Participation, Obedience

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## INTRODUCTION

Many managers do not understand the approach to lead their employees effectively in practice, and this situation is harmful to an organization. So, managers have to realize the mind and behaviors of employees, then effectively manage them. This study is based on this perspective, and researchers wish the research results can assist managers to lead employees and improve organizational effectiveness. The researchers of the present study consider OCB as an important issue in practice and academic fields. Bowler, Halbesleben, and Paul (2010) cite the opinion of Katz, which indicates that the successful organization does not only depend on the performance behaviors in job descriptions. Although the organizational citizenship behavior is a type of extra-role behavior, it is an important issue for organizational effectiveness (Bove, Pervan, Beatty & Shiu, 2009). Judging from the above, organizational citizenship behavior is a critical issue for an organization or a company. Many scholars and researchers have examined OCB, but the present authors find that the previous studies discussed loyalty, participation, and obedience dimensions of OCB that were not sufficient. Therefore, the present researchers desire to compensate for this shortcoming in the existing literature. Despite the high number of studies that discuss OCB, the present authors find that prior research does not adequately explore the relationships among loyalty, participation, and obedience.

However, the present researchers hypothesize that these three factors influence each other and then affect the visible behavior and attitude of employees. Additionally, the researchers believe that these three factors do not equally influence OCB. In other words, while employees exhibit OCB, the amount of importance they attach to each factor varies. Thus, the present study provides a more comprehensive and in-depth understanding of how loyalty, participation, and obedience influence OCB. Further, these results have useful practical implications because they provide managers with valuable insights on the behavior and attitude of their employees (Castro, Armario & Ruiz, 2004).

Nevertheless, few studies focus on the relationship among the three elements (i.e., loyalty, obedience, and participation) of organizational citizenship behavior. In addition, the researchers of the present

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study doubt that the relationship or correlations exist among the three elements of organizational citizenship behavior. On the other side, it is necessary to explore and discuss the influence of the three elements of organizational citizenship behavior (Barksdale & Werner, 2001).

The main contribution of this study is to assist managers to understand employees' mind and behaviors changing. Therefore, researchers wish to put forth the order of loyalty, obedience, and participation, and infer which element affects organizational citizenship behavior the most. Based on the above statement, researchers suggest the purposes of this research. First, the researchers want to interpret and explain the three elements of organizational citizenship behavior. Second, the researchers have to discuss the relationship among the three elements. Finally, the researchers want to understand that which element influences organizational citizenship behavior the most (Yoon & Suh, (2003)).

## **Foundation frameworks**

### **Conceptual foundation**

Van Dyne, Graham, and Dienesch (1994) proposed the following three elements of OCB: loyalty, obedience, and participation. Additionally Bienstock, DeMoranville and Smith (2003) have used these three elements to discuss OCB. In both studies, the researchers employed loyalty, obedience, and participation to study OCB. In addition, several researchers such as Dimitriades (2007) and DiPaola and Neves (2009) have used these three elements to explain OCB. Therefore, the present researchers apply loyalty, obedience, and participation to study OCB.

### **Theoretical foundation**

This study employs attribution theory to explain the concepts of OCB. So far, the business researchers have widely used attribution theory in their studies, and this theory facilitates the understanding of individual and organizational behaviors (Massingham, Que Nguyen & Massingham, 2011). Further, attribution theory focuses on causal inference, that is, the perceived reasons of events (Tzafirir & Hareli, 2009).

Attribution theory implies that individuals explicate their behavior by making attributions; the aim is to understand the past and forecast the future. Additionally, behaviors can cause attributions that deviate from expectations, and such behaviors include those that are novel, outstanding, or threatening (Bowler et al., 2010). This theory enables people to determine their behaviors through an achievement-oriented model. In addition, attribution theory can help individuals to understand the reasons behind events or situations (Massingham et al., 2011). Because formal job descriptions do not report OCB, and OCB frequently deviates from expectations, actors and observers make attributions to explain the cause of such behaviors (Bowler et al., 2010). Therefore, attribution theory is considered as the theoretical foundation of the present study.

## **LITERATURE REVIEW**

### **Organizational citizenship behavior**

OCB appeared in organizational research literature in the early 1980s (Bienstock et al., 2003). OCB is a kind of voluntary informal behavior that benefits organizations, groups, and individuals. The formal rewarding system often neglects and does not report OCB. As stated earlier, OCB is a voluntary behavior (Polat, 2009). In other words, OCB covers the responsibilities or behaviors of employees, and is not closely associated with employees' performance (Bienstock et al., 2003). In addition, employees who exhibit OCB do not wish to be rewarded. Therefore, OCB is a kind of discretionary behavior for employees. Moreover, OCB can improve the effective functions of the organization (Bell & Menguc, 2002). Bienstock et al. (2003) proposed that if the organization desires to enhance OCB, it has to offer its employees appropriate civil, social and political rights. These rights encourage obedient, loyal and participatory behaviors, respectively.

### **Loyalty**

Loyalty implies identifying with and being faithful to the entire organization and its leader as well as transcending the interests of individuals, groups, and departments (Van Dyne et al., 1994; Rijal, 2016). Loyalty can be classified into the following several types: loyalty to the organization, oneself, subunits, or individuals within the organization. These types of loyalty can be characterized as behaviors, and can help an organization to build a good reputation. In addition, they can facilitate collaboration in order to meet the interests of the organization (Bienstock et al., 2003; Dimitriades, 2007; Torlak & Koc, 2007).

### **Participation**

Participation refers to active and responsible involvement in the community and self-governance. Furthermore, participation refers to involvement in organizational matters that are directed by the ideal criteria of virtue and validated by the internalization of virtue. Participation is evident to complete and take responsibility for involving in organizational governance (Van Dyne et al., 1994). Such behaviors include participating in meetings, sharing ideas and staying informed about organizational matters (Bienstock et al., 2003; Dimitriades, 2007; Torlak & Koc, 2007).

### **Obedience**

Obedience refers to following the rules and regulations that shape the organizational structure, job descriptions, and complying with personnel policies. Furthermore, obedience is revealed through adherence to the rules and instructions, punctuality and completion of tasks, as well as stewardship of organizational resources (Van Dyne et al., 1994). Obedience is characterized by identifying and acknowledging the needs for and the reason behind a rational structure of rules and regulations within the organization. Employee's obedience is manifested in behavior such as following organizational rules or regulations, carrying out the assigned tasks, and acting responsibly with regard to organizational resources (Bienstock et al., 2003; Dimitriades, 2007; Torlak & Koc, 2007; Cohen & Kol, 2004).

## **RESEARCH HYPOTHESES**

Chang and Lu (2007) state that the lack of obedience is an ethical issue at the workplace. In a prior study, these researchers used three factors to evaluate inter-organizational loyalty and another three factors to evaluate inter-organizational compliance. Inter-organizational compliance refers to obeying the rules (Baker, Hunt & Andrews, 2006; Dianita, 2015). Their results show a significant correlation between the factors of inter-organizational loyalty and inter-organizational compliance. Furthermore, the correlation coefficients are close to or exceed 0.5 (Skinner, Autry & Lamb, 2009). Likewise, another study demonstrates a connection between loyalty and satisfaction, and a significant indirect effect of satisfaction on compliance (Davies, Lassar, Manolis, Prince & Winsor, 2011). Against this background, the authors of the present study propose the first hypothesis of this research:

H1: Loyalty positively influences obedience.

Another study also indicates that social identification is the foremost factor for the development of loyalty (Bandyopadhyay & Martell, 2007). Participation helps to establish a relationship of loyalty between employees and organization. In addition, the term "social identification" in the field of organizational studies refers to employees being able to connect with their organizations (Joensson, 2008). Joensson (2008) shows that when the management focuses on employee participation, it can make employees loyal to their organizations, however, another previous study indicates that employees with job satisfaction, motivation, and organizational loyalty are willing to get involved in achieving organizational goals (Greasley et al., 2005). These inconsistent viewpoints show the correlation between loyalty and participation. However, the authors of the present study suggest that when employees are loyal to the organization, they are willing to participate in the organization's activities and actions. Against this background, the authors propose the following hypothesis:

H2: Loyalty positively impacts participation.

Enterprise systems are necessary in organizations and are associated with process compliance. When misalignment is resolved, process compliance connects with enterprise systems. Conversely, when

process compliance does not exist, the enterprise systems fail. Additionally, participation in meetings belongs to one of the events of enterprise systems (Berente, Ivanov & Vandebosch, 2010). This provides a sufficient reason for the researchers to doubt the relationship between participation and obedience. Another study demonstrates a positive correlation between business regulation and employee participation rate. Clearly, business regulations are more flexible, when the employee participation rate is higher and vice versa (Feldmann, 2009). On the basis of the above studies, researchers of this paper propose the third hypothesis:

H3: Participation positively affects obedience.

Because H1 and 2 propose that loyalty positively influences upon obedience and participation respectively, and H3 proposes that participation positively affects obedience, the authors infer the fourth hypothesis:

H4: Participation mediates the effect of loyalty on obedience.

## **METHOD**

### **Research variables**

In this section, the researchers have explored two aspects of the research framework. The first involves understanding the relationship among the three elements of OCB. At this time, the independent variable is loyalty, the dependent variable is obedience, and participation is the mediating variable. Second, loyalty, participation, and obedience are considered as independent variables; the dependent variable is OCB, and the researchers seek to understand which independent variable influences OCB the most.

### **Research framework**

On the basis of the conceptualized relationships between research variables, researchers outlined two steps to construct the research framework, and have also explained those in this paper. The first step involved explaining the relationship between loyalty and obedience and the mediation effect. The second step involved understanding the influence of loyalty, participation, and obedience on OCB. Therefore, as stated earlier, loyalty, participation, and obedience are independent variables, and OCB is the dependent variable.

### **Sample**

In this study, the researchers administered 107 questionnaires. However, because 2 questionnaires were misplaced and 13 were not valid, 92 valid questionnaires were analyzed; that is, the response rate was 85.98%. In addition, the researchers have not limited the focus of the study to specific occupations since the purpose is to understand the general situation in several professions.

The authors mailed the questionnaires to the companies or entrusted other people to deliver the questionnaires. Because the researchers did not limit to specific job positions and occupations, the sample was drawn using random sampling from a diverse population.

### **Research instruments**

The researchers used SPSS 12.0 to analyze the data. Additionally, the researchers analyzed the questionnaires in order to study the opinions of the respondents. Therefore, SPSS 12.0 and questionnaires are the research instruments in the present study.

### **Questionnaire design**

This study employed the questionnaire proposed by Van Dyne et al. (1994). The questionnaire included 34 questions among which 11 measured obedience, 12 measured loyalty, and 11 measured participation. In addition, researchers employed a 4-point Likert scale in order to measure the responses to each of those 34 questions. In this questionnaire, 4 represents “strongly agree” and 1 represents “strongly disagree”.

### Reliability and validity

Van Dyne et al. (1994) applied internal consistency reliability and test-retest reliability in order to measure the reliability of OCB. The Cronbach's *alpha* of OCB is 0.95; test-retest reliability is 0.92. The Cronbach's *alpha* of obedience is 0.88, and test-retest reliability is 0.81. The Cronbach's *alpha* of loyalty is 0.84, and test-retest reliability is 0.88. Participation is divided into social participation, advocacy participation, and functional participation. The Cronbach's *alpha* of social participation is 0.68, and test-retest reliability is 0.76. The Cronbach's *alpha* of advocacy participation is 0.86; test-retest reliability is 0.83. The Cronbach's *alpha* of functional participation is 0.75; test-retest reliability is 0.83.

The researchers in this study administered 23 pre-test questionnaires, of which 22 were valid questionnaires, and the response rate of 95.65% was very high.

The study applied Cronbach's *alpha* to test reliability. The Cronbach's *alpha* of OCB is 0.72, and since the value exceeds 0.60, this questionnaire passed the test of reliability.

In order to test factor validity, the study employed principal components analysis. Because OCB comprised of three elements (i.e., obedience, loyalty, and participation) in a previous study, the researchers have not reclassified OCB in the present study.

The results of SPSS 12.0 showed that the loading of loyalty was 0.75, obedience, 0.62, and participation, 0.88. The loadings of 34 facets of the questionnaire were higher than 0.80, except in case of one facet whose loading was 0.69. Therefore, the questionnaire employed in this research was adequate.

### Path analysis

Path analysis is a statistical method, which is a series of regressions analysis, and different quantities of variables can be entered in different phases. Therefore, the researchers were able to use path analysis to discuss the causal relationship between the variables (Liu, 2009). Additionally, the variables in the present study were the three elements of OCB, that is, loyalty, participation, and obedience.

### Regression analysis

The authors employed stepwise regression analysis in order to explore the degree to which element influences OCB the most. In the first step of this analysis, researchers selected obedience to enter the model. In the second and third steps, researchers selected loyalty and participation to enter the model respectively.

## RESULTS AND DISCUSSION

### Descriptive statistics and correlation

In this study, the researchers received 92 valid questionnaires. The mean values of obedience, loyalty, and participation are 32.4, 32.9, and 32.7, respectively. In addition, the standard deviations of obedience, loyalty, and participation are 4.28, 4.79, and 4.62, respectively. Pearson's correlation was employed to analyze the correlation between loyalty, participation, and obedience. The descriptive statistics and correlation among these three elements are presented in table 1.

As evident in table 1, all correlations are significant between loyalty and participation, loyalty and obedience, participation and obedience. However, these correlation coefficients do not exceed 0.70; common method variance does not exist.

Table 1: Descriptive statistics and correlation

	N	Mean	SD	Variance	1	2	3	4
1. Obedience	92	32.4	4.28	18.34	1			
2. Loyalty	92	32.9	4.79	22.95	0.47	1		
3. Participation	92	32.7	4.62	21.34	0.66	0.60	1	

### Mediating effect

This section reports the results of two statistical tests. First, researchers analyzed the coefficient of independent variable in relation with the dependent variable; second, the researchers analyzed the coefficient

of independent variable in relation with the mediating variable. The first step in this research was to predict the effect of loyalty on obedience, and the second step was using loyalty to predict participation.

Loyalty was employed to predict obedience, and the F value is 25.48; this result is significant. Further details are presented in table 2. In table 2, the regression coefficient  $\beta_{11} = 0.47$ ,  $p = 0.000$ , and the result is significant. Therefore, H1 is supported.

Further, the study employed loyalty to predict participation, and F value is 51.41; this result is significant, too. The results are shown in table 2. The regression coefficient  $\beta_{21} = 0.60$ ,  $p = 0.000$ , and this result is significant. So, H2 is supported.

Subsequently, researchers predicted obedience by means of loyalty and participation. The result shows that F value is 34.96, and it is significant. These results are presented in table 2.

In table 2, the following two results can be observed: (1)  $\beta_{31} = 0.12$ ,  $p = 0.247$ ; this result is not significant. (2)  $\beta_{32} = 0.59$ ,  $p = 0.000$ ; this result is significant, and H3 is supported. On the basis of the two results, the authors conclude that participation is the mediating variable between loyalty and obedience. In addition, participation has a full mediating effect between loyalty and obedience. This framework is presented in figure 1, and the result supports H4.

Table 2: Path analysis

	$\beta$	$R^2$	Adjusted $R^2$	F value
L→O	0.47**	0.22	0.21	25.48***
L→P	0.60***	0.36	0.36	51.41***
L→O	0.12	0.44	0.43	34.96***
P→O	0.59***			

\* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ . L: Loyalty; P: Participation; O: Obedience.

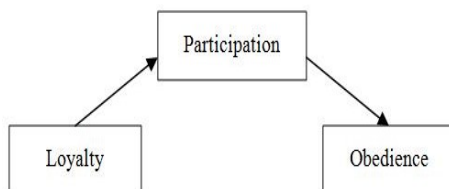


Figure 1. The full mediation effect

**Path analysis**

In figure 1, the researchers present the relationship among the three variables. Furthermore, the researchers demonstrate that the full mediation effect exists in this relationship.

Accordingly, figure 1 is a path diagram, and the next step involved performing path analysis to understand the effects of the paths. Therefore, the researchers employed multiple regression analysis twice in this study.

The criterion variable of the first multiple regression analysis was obedience, and the predictor variables were loyalty and participation. The criterion variable of the second multiple regression analysis was participation, and the predictor variable was loyalty.

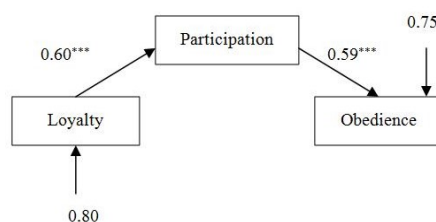


Figure 2. The result of path analysis

As shown in figure 2, the researchers applied the standardized coefficients to explain the results of the path analysis. The results show that an individual's loyalty influences obedience through participation. Additionally, an individual's loyalty cannot directly affect an individual's obedience. This is the result of the full mediation effect, and the total effect is 0.35.

Next, the researchers used these three elements to predict OCB, and these elements were analyzed in three steps as described below: In the first step, the independent variable was obedience. In the second step, the independent variables were obedience and loyalty. Obedience, loyalty, and participation were the independent variables in the third step. The researchers employed the three variables in order to predict the dependent variable, namely OCB. The results of the ANOVA are shown in table 3.

As evident in table 3, obedience, loyalty, and participation can effectively predict OCB. The F values of the first, second, and third steps are 191.34, 569.10, and 8.72 E+16, respectively. The significance of the three models is 0.000. Therefore, obedience, loyalty, and participation can significantly predict OCB.

Table 3: Path analysis

	Model	SS	df	MS	F	Sig.
1	Regression	8327.90	1	8327.90	191.34	0.000***
	Error	3917.09	90	43.52		
	Total	12244.99	91			
2	Regression	11356.89	2	5678.45	569.10	0.000***
	Error	888.10	89	9.98		
	Total	12244.99	91			
3	Regression	12244.99	3	4081.66	8.72E+16	0.000***
	Error	0.000	88	0.000		
	Total	12244.99	91			

\* $p < 0.05$ , \*\* $p < 0.01$ ; \*\*\* $p < 0.001$

### Regression analysis

This study explains not only the relationships among loyalty, participation, and obedience, but also the influence of the three elements on OCB. Therefore, the researchers have discussed these facets by using the results from regression analysis.

OCB includes three elements which are obedience, loyalty, and participation. Because the researchers wanted to understand how these elements influence OCB, we used stepwise regression to test the relationships and hoped to propose a regression equation.

The results of the stepwise regression analysis are shown in table 4. As evident in table 3, all the values of the standardized coefficients  $\beta$  are positive. Therefore, when obedience, loyalty, and participation are higher, OCB is higher.

Using the standardized coefficient in table 4, the researchers introduced the following standardized regression equation (1):

$$OCB = (8.28E - 15) + 0.41 \times (\text{loyalty}) + 0.40 \times (\text{participation}) + 0.37 \times (\text{obedience}) \quad (1)$$

In addition, the researchers delineated the research framework, and the results of the regression analysis are presented in figure 3.

Table 4: Path analysis

	R	R <sup>2</sup>	$\delta R$	F	$\delta F$	B	$\beta$
Intercept						8.28E-15	
loyalty	0.96	0.93	0.25	569.10	303.55	1.000	0.41
participation	1.00	1.00	0.07	8.72E+16	1.92E+16	1.000	0.40
obedience	0.83	0.69	0.70	191.34	191.34	1.000	0.37

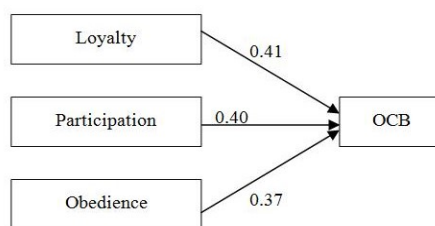


Figure 3. The results of regression

### CONCLUSION AND IMPLICATIONS

This research introduced and studied the influence of loyalty, obedience, and participation on OCB. Additionally, the relationships and paths among the three elements of OCB were studied. The results of the stepwise regression analysis show that the highest standardized coefficient is loyalty, with a value of 0.41; however, the influence of loyalty on OCB does not excessively exceed the influence of participation on OCB. Thereafter, the researchers studied the following two facets of the study: (1) the positive effects between loyalty and obedience, between loyalty and participation, as well as between participation and loyalty (2) the degree of influence of the three elements on OCB. The values with regard to loyalty, obedience, and participation are 0.41, 0.37, and 0.40, respectively.

In addition, the study provides some implications for practice. When the loyalty of an employee affects his/her obedience, this path is not direct. Once the employee shows obedience, he/she demonstrates the loyalty and participates in some activities or programs. Subsequently, the employee obeys the rules of managers and/or the organization. Moreover, the managers should understand the behaviors of employees. The results of regression analysis suggest that managers need to focus on loyalty and participation of employees first, and then stress on obedience. This is a crucial process in practice, too.

An important implication of this study is that the attitudes and behaviors of employees are shaped by loyalty and developed further during participation, and obedience is evident later. This order of occurrence of the three phases plays an important role in the context of OCB. This result explains the mentality of employees; namely, employees show loyalty first, and loyalty is the most important element in the context of the development of OCB. Accordingly, the practical implication of this result is that when a manager wants to lead the employees, the first step is to foster loyalty in them. Later, the employees participate in activities and actions, as well as show obedience.

Additionally, from the results of path analysis and regression analysis, the researchers found a consistent outcome. The first step of path is loyalty, and it influences OCB the most; the last step of path is obedience, and it influences OCB the worst; and participation is middle. Accordingly, the changing process of employees' mind and behavior is evident. The result can assist managers to understand the employees' thinking, so they can manage and lead employees effectively. The main limitation of this research is its self-generated validity. This is caused by the fact that the cognitive abilities of the respondents cannot be easily measured, and that some inner thoughts cannot be expressed; this situation influences the results of the research.

Furthermore, OCB is a kind of individual behavior. Many studies (Anderson, Lievens, Van Dam & Ryan, 2004; Chang, Chi & Chuang, 2010; Parkes & Bochner, 2001) have discussed person-organization fit (P-O fit) and person-job fit (P-J fit). Therefore, the researchers of the present study consider that these two issues are important in theory and practice. As OCB is a kind of individual behavior in an organization, the studies on P-O fit and P-J fit suggest that OCB affects the performance of the organization and of individual employees. Hence, this could be a direction of future research.

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