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# Organizational culture and the individuals' discretionary behaviors at work: a cross-cultural analysis

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Stating "how things are done here," organizations are defining their culture. Organizational Culture (OC) is the set of values, norms, goals, and expectations shared by all members of an organization that aids in improving their commitment and performance. On the organizational level, it impacts behavior, productivity, and long-term survival by influencing organizational capability. Due to employee behavior being a competitive differential, this study examines how specific OCs influence individual behavior. In particular, how the different cultures in the Organizational Culture Assessment Instrument (OCAI) affect employees' main dimensions of Organizational Citizenship Behavior (OCB). A descriptive-confirmative *ex post facto* research was conducted by surveying 513 employees from over 150 organizations worldwide. The Kruskal–Wallis *H*-test was used to validate our model. The general hypothesis was confirmed, showing that the predominant organizational culture type affects the level and the kind of OCBs individuals demonstrate. It is possible to provide organizations with a breakdown of their employees' OCBs based on their OC type and which changes they can make to their organization's culture to increase the employees' OCB and, consequently, the efficiency of their organization.

## KEYWORDS

organizational culture, organizational citizenship behavior, OCAI, cross-cultural, Kruskal–Wallis *H*-test

## 1. Introduction

Organizational Culture (OC) is a set of common values, norms, goals, and expectations shared by the organization's members (Quinn and Rohrbaugh, 1983). It is like an individual's identity, thus making them distinct from others (Appelbaum et al., 2004). A solid and well-defined OC is critical to increasing the company's productivity and long-term survival by enhancing the commitment and performance of its members (Sofiane, 1980; Sharooni et al., 2012; Jeong et al., 2019). It can be understood as organizational DNA, which determines individual and organizational behavior (Lockhart et al., 2020).

An organization's culture influences employee behavior in obvious and imperceptible ways (Erikson, 2011; Park C. H. et al., 2013). It impacts its members to develop attitudes and behaviors, such as attached or detached feelings and prosocial or antisocial behavior (Jain, 2015). Therefore, organizations pay more attention to behaviors within their OC since employees are more likely to meet their needs because of their high congruence with the OC (Tsai et al., 2012).

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