THE FACTORS IMPACTING ORGANIZATIONAL CITIZENSHIP BEHAVIORS OF EMPLOYEES IN INTERNATIONAL CONSULTING COMPANIES IN BANGKOK

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A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2025

Thematic paper
entitled

THE FACTORS IMPACTING ORGANIZATIONAL CITIZENSHIP BEHAVIORS OF EMPLOYEES IN INTERNATIONAL CONSULTING COMPANIES IN BANGKOK

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
3 May 2025

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ACKNOWLEDGEMENTS

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ABSTRACT

The ability to foster greater organizational citizenship behaviors (OCB) of the employees within the organization is the competitive advantage of the company in every industry. OCB refers to the behaviors where individuals exert extra-effort or perform beyond normal roles and responsibilities for the organization. The OCB is defined and arranged into five different dimensions which illustrate specific behaviors of the individual toward the organization. Everyone has their own specific intention and motivation behind the expression of OCB or behind the non-existence of OCB.

This paper delved into the key factors that influence the OCB of employees working in the international consulting companies in Bangkok using the qualitative research methodology. Regarding the qualitative research, interview approach has been used to gather the information from 10 interviewees who have been working in international consulting companies in Bangkok for 5 years or more.

Understanding the influential factors behind the existence of OCB of the employees is beneficial for the company to establish a stronger connection between the employees and the organization which promote a better collaboration among employees, healthier working environment, and higher productivity within the organization. This study aims to help the company enhance the organizational management in order to foster a stronger existence of OCB of the employees, leading to the higher productivity and better performance of the organization.

KEY WORDS: ORGANIZATIONAL CITIZENSHIP BEHAVIOR/ INDIVIDUAL CHARACTERISTICS/ ORGANIZATIONAL CHARACTERISTICS/ LEADERSHIP CHARACTERISTICS

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CHAPTER I
INTRODUCTION

For every company in any industry, employees are one of the most critical resources in the organization. Having employees that are satisfied with their jobs and have a high willingness to positively contribute to the firm increases the performance and productivity of the company. Every organization prefers its employees to actively contribute and do beyond normal role requirements for the company; if the employees perform their tasks effectively and efficiently, the company will be beneficial and greatly progress. Once the company achieved greater outcomes and better performance, the rewards are distributed to the employees as an appropriate compensation for their great contribution to the company achievement. At this stage, both parties (the company and employees) are benefiting.

The event of employees performing beyond the standard job requirements is desirable for the company in any industry, as it is a competitive advantage for the firm, but it is not easily built or established in any organization. There is a term to support the extra-role behavior of the employees toward the organization performance, which is called "Organizational Citizenship Behavior" or "OCB". According to Thiruvenkadam & Durairaj (2017), OCB is considered as the behavior of the employees that are willing to put in more effort beyond the formal roles and responsibilities defined and directed by the organization. Hence, OCB and the job satisfaction of the employees are highly related. In addition, according to Ndoja & Malekar (2020), OCB is the discretional behavior of the employees that arises from an individual's intention and preference, not enforced or directed by the organization's job requirements.

Based on my current job as a business consultant at an international consulting company, employees are the key resource of the firm, as it is a service firm where employees are essential as they are service providers. I have been working at the company for more than 5 years since I have graduated my bachelor's degree. I applied for this company regarding the reference from my best friend through the employee referral program provided by the

company. During my time at the company, I have experienced lots of warm and caring environment from the management and colleagues. I have high willingness to contribute and promote the company beyond my official roles and responsibilities, such as promoting vacant positions and internship programs of the company through my social media and volunteering myself for extra firm activities or events.

With these recognized of extra-role behaviors, I considered that I have performed beyond normal responsibility that align with the term and definition of "Organizational Citizenship Behavior" or "OCB". Throughout the observation and consideration of my actions of OCB, the internal motivations and intentions that drive my OCB are highly related to the working environment and benefits provided by the company, rather than the job satisfaction on the assigned role and responsibility. Furthermore, observing on several of my colleagues, who have been working at the firm for long periods of time, I have noted that they are neither considering themselves as having OCB nor having high job satisfaction. The factors that are keeping them with the company for more than 5 years are the reward, benefits, salary, colleagues, supervisors, or organization culture. As a result, this thematic paper is conducted to study the following research question:

What are the key factors that influence organizational citizenship behaviors of the employees in international consulting companies in Bangkok?

CHAPTER II
LITERATURE REVIEW

2.1 Organizational Citizenship Behavior

Organizational Citizenship Behavior, or OCB, refers to the situation where the employee or individual performs any activities beyond his or her formal role and responsibility or does extra roles with his or her own willingness for the organization (Thiruvenkadam & Durairaj, 2017).

The aim of performing extra role activities is either to improve individual or organizational performance. Examples of OCB can be voluntarily taking on extra workload, accepting extra responsibilities, helping colleagues, or putting in extra effort to promote the organization. The organization will be able to gain a competitive advantage and survive in the market with contributions from such employees who act as good citizens of the company (Tambe & Shanker, 2014).

2.2 Five Dimensions of Organizational Citizenship Behavior

OCB has been studied and summarized into five behaviors as suggested by Organ (1988). The five dimensions of OCB were composed of Altruism, Courtesy, Conscientiousness, Sportsmanship, and Civic virtue. Organ (1988) has defined the definition for each dimension as below:

- Altruism: Willingness to help or support others in accomplishing tasks or solving work-related issues without any compensation requested as a return for the assistant.

- Courtesy: Actions of showing kind consideration or be considerate for others. Behaviors that perform with the aims toward problem minimization at work.

- Conscientiousness: Willingness to devote oneself to the job or task that beyond official role and responsibility such as working overtimes.

- Sportsmanship: Actions of showing tolerance toward unavoidable issues or events that occurred in the organization.

- Civic virtue: Behaviors that willingly to be involved or be part of the firm when there are any events such as voluntarily attend the non-mandatory events organized by the firm.

According to Organ (1988) who introduced the five dimensions of OCB, the behaviors of OCB were often occurred due to the internal motivation of an individual to achieve the intrinsic needs such as the sense of belonging, accomplishment, success, or affiliation.

2.3 Factors influencing Organizational Citizenship Behavior

From the research conducted by Thulasi & Geetha (2015), the factors that positively influence OCB of the employees in the organization are individual characteristics of the employee, organizational characteristics, and leadership characteristics. Thulasi & Geetha (2015) clarified each characteristic with further examples. Individual characteristics that influence OCB are such as employee role perception and employee attitude. For organizational characteristics, the attributes are organizational flexibility and organizational formulation. In the perspective of leadership characteristics, matters such as high-performance expectations and group goals are being considered.

Putra (2019) has concluded that factors that can influence OCB of the employee can be categorized into two main groups, which are internal factors and external factors. For internal factors, there are the employee's personality and the individual's motivation. For external factor, it consists of leadership.

Further study on factors affecting OCB is conducted through the research by Bismala (2019). Bismala (2019) noted three factors that influence OCB, which consist of job satisfaction, leadership, and organizational climate.

In addition, according to the research regarding factors affecting the OCB of sexual diversity employees working in business district of Bangkok by Yensuk (2023), three key factors that had a correlation with OCB were defined. The three factors were organizational climate, leadership, and individual actions toward others.

Regarding conclusions made by Thulasi & Geetha (2015), Putra (2019), Bismala (2019), and Yensuk (2023), three major factors that influence OCB are summarized as individual characteristics, organizational characteristics, and leadership characteristics.

2.3.1 Individual characteristics

Putra (2019) found that the personality factor that has the strongest positive correlation with OCB is the openness to experiences. Openness to experience can be referred to as a willingness of an individual to examine new experiences. Other personality factors that do have some positive correlation with OCB are agreeableness, conscientiousness, extraversion, and resilience. Agreeableness was noted to have a positive correlation with OCB dimensions of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Individuals with high agreeableness seem to focus on helping and supporting other colleagues in the organization (Putra, 2019). Another internal factor mentioned by Putra (2019) was an individual's motivation; the motivations that influence OCB can be intrinsic motivations and extrinsic motivations. Intrinsic motivations were concluded to have a greater positive influence on OCB than extrinsic motivations, but extrinsic motivations like organization commitment could contribute to the positive correlation between extrinsic motivation and OCB.

According to Bismala (2019), Job satisfaction was one of the factors that influence OCB. This factor was defined as when the individual has positive feelings toward the roles and responsibilities at work or the assigned tasks. High job satisfaction of the employees can positively contribute the organization's performance and productivity. Variables that impact the level of job satisfaction of an individual are arranged into three major dimensions, which are provided benefits by the organization, status and relationship in the workplace, and organizational arrangements.

2.3.2 Organizational characteristic

According to Bismala (2019), one factor that influence OCB is organizational climate. Organizational climate was defined as employees' perceptions, feelings, and attitudes toward the organization's arrangements, such as organizational culture and

working environment. A positive organizational climate increases the organizational commitment of the employees.

Hakim et al. (2014) concluded that when employees were well and fairly treated by the organization through supports, such as reward and great working conditions, the employees would perform extra-role or exert OCB. Therefore, organizational support was considered as having significant and positive impact on OCB.

Furthermore, Winarsih & Riyanto (2020) (OCB) found that organizational culture had a significant impact on employee's OCB where good organizational culture was positively and significantly influencing OCB of an individual.

2.3.3 Leadership characteristics

According to research by Putra (2019), the only external factor mentioned in the study is leadership; the leadership factor refers to transformational leadership. Transformational leadership is stated to have a significant positive correlation with OCB. By having leaders who demonstrate high trust and great support to subordinates, they are likely to raise and improve OCB of the employees.

Under the study conducted by Bismala (2019), it is noted that transformational leadership has a great positive influence on OCB, where transformational leaders have the potential to guide, support, and lead their subordinates to perform beyond the assigned roles and responsibilities, related to the definition of OCB, which is the extra-role behavior of the employees.

Regarding an analysis by Korejan & Shahbazi (2016), transformational leadership refers to the positive motivation and contribution between leaders and followers beyond the normal roles and responsibilities that create greater value for the organization. Transformational leaders are likely to motivate and support their employees to achieve intrinsic motivations like personal development.

2.4 Research Framework

Regarding the review of the literatures, the research framework is drawn based on the key takeaways from related past research. According to the research topic of factors impacting organizational citizenship behaviors of employees in international consulting companies in Bangkok, the dependent variable is organizational citizenship behavior whereas the independent variables are individual characteristics (e.g., employee's personality), organizational characteristics (e.g., organizational culture), and leadership characteristics (e.g., transformational leadership).
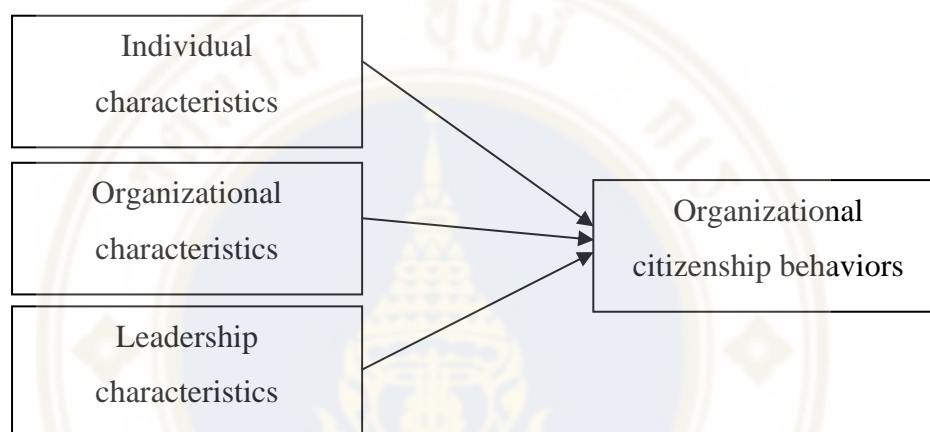
Figure 2.1 Research Framework

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Design

This research has an aim to study the key factors that influence organizational citizenship behaviors of the employees in international consulting companies in Bangkok. The study considers on both internal and external variables consisting of individual characteristics, organizational characteristics, and leadership characteristics.

Abuhamda et al. (2021) describes qualitative research as a research approach that focuses on gathering non-numerical data for what, how, or why questions. With qualitative research methodology, the researcher is able to code, group, or discover the patterns of answers for the respondents (Abuhamda et al., 2021).

Therefore, as this research aims to study the in-depth intentions and motivations of an individual to exert OCB, qualitative research methodology is selected as an approach to gather the information.

3.2 Data Collection and Methodology

According to the research design of this paper, the author aims to investigate the key factors which influence organizational citizenship behaviors of the employees in international consulting companies in Bangkok using qualitative research methodology through interview approach. Therefore, open ended questions were established for investigating the factors that have an influence on organizational citizenship behaviors of the employees working at international consulting companies in Bangkok and the interview were conducted via online channels, such as Microsoft Teams and LINE call, for data collection.

Regarding selected data collection methodology, the interviewees were selected based on two key criteria. First, the selected interviewee must be an employee of the international consulting company in Bangkok. Second, the interviewee must have

been working at the international consulting company for at least 5 years or more. From the criteria in selecting interviewees, 10 qualified interviewees from 4 different international consulting companies in Bangkok were selected for the data collection.

Also, the demographic information of the interviewees (e.g., age and gender) were collected.

The data were collected through the interview approach as the method regarding qualitative research. The target of the interview is to understand the factors that have an influence on how each employee in the company would make a decision to exert the extra effort or perform beyond normal roles and responsibilities. Under this chapter, the acquired data were analyzed and concluded. Regarding the interview approach to collect data, 10 interviewees participated in the interview. The demographic and background information of the interviewees were summarized in the table below:

Table 3.1   Demographic and background information of research participants

Interviewee no.	Gender	Age (year old)	Position	Time in company (Y: Year, M: Month)	Company code
1	Male	29	Assistant Manager	5 Y 4 M	A
2	Male	34	Manager	7 Y	A
3	Male	29	Assistant Manager	6 Y	A
4	Female	28	Assistant Manager	5 Y 2 M	A
5	Male	41	Manager	10 Y 3 M	B
6	Male	42	Senior Consultant	7 Y	B
7	Female	44	Senior Consultant	5 Y 7 M	B
8	Male	31	Manager	6 Y 6 M	C
9	Female	29	Senior Associate	6 Y	C
10	Male	31	Associate Director	6 Y	D

3.3 Interview questions

Under this research, the list of open-ended questions was developed for exploration and information gathering. The questions were asked during the interview of each selected qualified interviewees which were conducted as an individual interview through online channels where applicable (e.g., Microsoft Team). The interview questions covered general questions which asked to collect the basic background information of the interviewees and the opinions toward the current workplace. After general questions were asked, the specific questions targeting on OCB of an interviewees were asked to explore and gather the information regarding the factors that influenced them toward OCB.

The interview questions, covering general questions and specific questions, were as listed below:

- General questions
1. What brought you to apply for the position at this company? And why?
2. What do you enjoy about working in this company?
- Specific questions
1. What are the significant reasons/motivation behind your working at this company for over 5 years? and why?

2. What would be the first thing that you would recommend about working at this company? and why? And are there anything else you would like to recommend further?

3. Did you ever make extra effort to help your colleagues in the company beyond your normal responsibility? If yes, can you give examples of situations? Why did you do that?

4. Have you ever had the willingness to perform beyond your formal roles and responsibilities for the company? What did you do? and why?

5. Did you ever make extra effort to prevent the occurrence of work-related problems in your workplace? If yes, can you give examples of situations? Why did you do that?

6. Have you ever had the willingness to participate in non-mandatory events or activities conducted by the organization? and why?

7. Think about the time that you had experienced unavoidable or unexpected inconvenience situations in the organization. How did you respond? And why?

8. From what you told us earlier about your extra efforts for this company, what are the reasons that make you do that? Why are you willing to make the extra effort? Or why not?

9. Why are you choosing to stay at this company over other companies of the same industry?

3.4 Data Analysis

The data from the interviews were collected in the word – text format. The coding technique was selected as the method for qualitative data analysis. The key operation of coding technique is the analysis on raw qualitative data which is the answers in word from the interviews. Throughout the coding process, the materials collected from the interview were examined and labelled with a word or short phrase (or called as 'theme') to summarize the key content (Skjott Linneberg & Korsgaard, 2019). Then, the pattern or the similarity and regularity of the outcome from the coding process were analyzed to categorize into defined themes. Once the patterns were finalized, the interpretation and data analysis were processed to determine the key factors that influence OCB of employees working at international consulting companies in Bangkok.

CHAPTER IV
RESEARCH FINDINGS

From the interview, the information was collected verbally via online meeting and call from the qualified interviewees and was documented in text by the author. The documented data was analyzed using a coding technique by identifying the common or frequently occurring information from the answers of all interviewees and grouping related information into specific themes for further discussion.

Regarding the interview result, data were analyzed and categorized into 2 groups of findings – finding on factors supporting the enjoyment of employees working at the company and factors supporting the research question on what influences employees working in international consulting companies to perform OCB.

4.1 Factors that motivate employees to work at their companies

There was a finding regarding the factors related to the reason, motivation, and enjoyment of the employees working at the company. According to the interview, factors that have an influence on the employee's preference and enjoyment in working at the company were consisting of 7 factors which are good brand credibility, friendly working environment, low hierarchical organizational culture, flexible working arrangement, fair compensation, supportive leadership style, and people-oriented team culture. The good brand credibility and reputation of the company in the industry has a benefit to future career opportunities for the employees. The working environment of modern design and friendly working atmosphere of the workplace have positive impact on the decision making of the employees to work at the company. For instance, one interviewee mentioned that "I like that the company has modern design; it looks like a co-working space not an office." The organizational culture has an impact on the enjoyment of the employees where several interviewees enjoyed working at the company due to its culture. For example, one interviewee shared that "Organizational culture would be the

first thing I would recommend about this company; flat organization and people-centric culture where the management also work with the team." Organizational arrangement which refers to how the company designs the working arrangement does have impact on the enjoyment of the employees. Several interviewees like the company that provide flexible working hour and hybrid working arrangement for the employees. Fair, competitive, and reasonable compensation regarding the difficulties of the work have an impact on employee's preference in working at the company. The supportive leadership style of the supervisor does have an impact on the enjoyment in working at the company of the supervisee. For instance, one interviewee stated that "What keep me working here for over 5 years is my boss, she is very supportive and make hard work more bearable. If my boss is not like her, I would leave the company." Lastly, team culture has a significant impact on the enjoyment of the employees in which positive team collaboration culture keeps team member in working at the company.

4.2 Factors influencing OCB of employees

This section provides the details on the findings related to the research question which is the factors influencing OCB of employees working in international consulting companies in Bangkok. The factors were analyzed and recognized through the identifiable patterns from the collected data where data were summarized and prepared with sample responses from the interviewees as shown in Table 4.1

Table 4.1 Examples of data analysis regarding factors influencing OCB of employees from the interview using the coding technique.

Theme	Sub-theme	Sample quotation (with *code*)
Individual characteristics	1. Individual personality	"I put extra effort to support firm such as promoting firm in roadshow event because *it matches with my extrovert personality*; I like to meet and talk with new people."
	2. Personal relationship	"I put extra effort to support colleague *as colleagues are like my friends*; we are close." "The key reason why I am willing to make the extra effort is *because of personal relationship; to assist friends and to build good connection with others*."
	3. Personal interest	"I only join the non-mandatory events if *they are matched with my interest*." "The main reason to do extra effort is because *the tasks beyond normal role are relating to my personal interest* and sometime challenging which make me proud of myself if I can do it."
Organizational characteristics	1. Organizational culture (e.g., power distance, working atmosphere)	"The company has built a culture of coaching where supervisor roles will be encouraged to provide guidance to subordinates. This influenced me to exert extra effort in notifying juniors when they did something incorrect to prevent work-related problems."
Leadership characteristics	1. Leadership style	"*I have performed extra roles*, such as attending leader's conference event to help promote the company. *I volunteered to do this task as my leader asked* for volunteers from the team. *Thinking of her kindness and support for me, I had the willingness to support her* whenever I had a chance."
Team characteristics	1. Team culture	"*I have had the experience of supporting other team members on extra-role tasks.* I helped in guiding the new joiner on the engagement that I was not involved in because I cared about my team members. *It is our team culture that we support each other.*"

The key findings from data analysis regarding the information collected from the interview were categorized into 4 sections covering:

1. Individual characteristics can influence OCB
2. Organizational characteristics can influence OCB
3. Leadership characteristics can influence OCB
4. Team characteristics can influence OCB

4.2.1 Individual characteristics which influence OCB

4.2.1.1 Individual personality

From the interview, two interviewees have mentioned that their personality influences their OCB behavior. They are the kind of compromise person who would prefer peace and avoid conflict with others. Therefore, if there were any potential problems in the workplace and they were able to notice before the problems occurred, they would exert extra effort to prevent them. For example, interviewee no.2 stated that "I am a kind of compromise person. If I noticed that the junior in the team had a work-related problem and is afraid to talk with his/her supervisor, I would assist to arrange a compromised discussion with that supervisor to support smooth cooperation and prevent conflict within the team." This can be linked to the OCB dimensions of "altruism" and "courtesy" where 'Altruism' means willingness to help or support others in accomplishing tasks or solving work-related issues without any compensation requested as a return for the assistant and 'Courtesy' means behaviors that perform with the aims toward problem minimization at work (Organ, 1988).

Two interviewees said that they agreed to perform beyond their normal role as the additional tasks matched match with their personality. For example, interviewee no.1 shared that "I have exerted extra effort beyond my normal role, such as volunteering to help promote the company through events like roadshow and job fair, because I have an extrovert personality where I like to meet and talk with many people." This can be linked to the OCB dimension of "conscientiousness" which means willingness to devote oneself to the job or task that beyond official role and responsibility such as working overtimes (Organ, 1988).

Three interviewees shared that with their personality, in the situation where they must face an unavoidable situation, they will accept the facts without

complaining and do their best on what they must do. As an illustration, Interviewee no.1 mentioned that "If I have to face an unavoidable situation like the client canceling a meeting at the last minute, with my optimistic personality, I will accept the fact and perceive that it is a good thing as I have more time to put an effort on other pending tasks." This can be linked to the OCB dimension of "sportsmanship" which means actions of showing tolerance toward unavoidable issues or events that occurred in the organization (Organ, 1988) as the interviewees had demonstrate the action of tolerating the inconvenience situation in workplace without complaining and still putting best effort on work-related tasks.

Lastly, only one interviewee has mentioned individual personality regarding the OCB dimension. The interviewee mentioned that he has the willingness to attend non-mandatory events like CSR as the events fit with his personality of preferring to be engaged with other people. This can be linked to the OCB dimension of "civic virtue" which means behaviors that willingly to be involved or be part of the firm when there are any events (Organ, 1988)

4.2.1.2 Personal relationship

Half of interviewees have explained the motivation behind supportive behavior towards their colleagues with regard to personal relationships. They mentioned that they would decide to exert extra effort to assist other colleagues as those colleagues were their friends. For example, interviewee no.5 shared that "I have provided a suggestion on a work-related task to my colleague because he is my friend. If not my friend, I would not have the willingness to exert extra effort to support them as I already have so much work." This can be linked to the OCB dimension of "altruism" which means the behavior of voluntarily helping other colleagues as referring from work by Organ (1997) as cited in work by Tambe & Shanker (2014).

Three interviewees shared that they would perform beyond their normal role to prevent problems because of the intention of helping their close subordinates or team members. Such as, interviewee no.3 informed that "I have heard some feedback from the supervisor regarding my colleague's work, so I decided to share and notify him about the feedback so he could take the feedback, improve his work, and prevent work-related problems between him and the supervisor. I did this because of the friendship." This can be linked to the OCB dimension of "courtesy" which means the

behavior of preventing creations of interpersonal problems for co-workers as referring from work by Organ (1990) as cited in work by Tambe & Shanker (2014).

There were 4 interviewees who mentioned that they had decided to exert extra effort or selected to work at this company due to personal relationships with their friends or to enhance personal relationships with others. For instance, interviewee no.8 said that "I have a willingness to make the extra effort beyond my normal role, such as attending voluntary events, because I would like to build a relationship or connection with other staff members of different divisions." This can be linked to the OCB dimension of "civic virtue" which means the behavior of actively and willingly participating in the non-mandatory events of the firm as referring from work by Smith et al. (1983) as cited in work by Tambe & Shanker (2014).

4.2.1.3 Personal interest

Four interviewees stated that they exerted extra effort to support colleagues as the issues were at the point of their personal interest. For example, interviewee no.9 shared that "I have assisted my colleague in researching information on some topics; I helped her because I was interested in those topics as well, so I also would like to know more information too." This can be linked to OCB dimension of "altruism" which means the behavior of voluntarily providing helps to colleagues on their problem as referring from work by Organ (1990) as cited in work by Tambe & Shanker (2014).

One interviewee shared that "I volunteered to support the firm in coaching the new joiner because I have an interest in enhancing my coaching skills." This can be linked to the OCB dimension of "conscientiousness" which means the behavior of willingly performing beyond normal role as referring from work by MacKenzie et al. (1993) as cited in work by Tambe & Shanker (2014).

One interviewee mentioned on personal interest regarding an influence on OCB that "I would tolerate the unavoidable inconvenient situation such as working overtime as I consider that this tolerance would contribute to my personal goal achievement of being professional in my role at this company". This can be linked to the OCB dimension of "sportsmanship" which means the behavior of willingly tolerating the unavoidable inconveniences in organization without complaining as referring from work by Organ (1990) as cited in work by Tambe & Shanker (2014).

In addition, nine interviewees indicated that they had the willingness to participate in non-mandatory events of the company because those events match with their personal interest. For instance, interviewee no.3 mentioned that "I joined the events or activities because they match with my lifestyle and personal interests, like the company's badminton competition. I joined because I like to play badminton." This can be linked to the OCB dimension of "civic virtue" which means the behavior of actively and willingly participating in the non-mandatory events of the firm as referring from work by Smith et al. (1983) as cited in work by Tambe & Shanker (2014).

4.2.2 Organizational characteristics which influence OCB

- Organizational culture

In this paper, the most mentioned aspect of organizational culture was a low level of power distance organizational culture. Referring to the definition of power distance defined by Hofstede (1980) as cited in the research by Daniels & Greguras (2014), power distance refers to the degree where an individual in the organization has an acceptance of the inequality of power. Furthermore, regarding Javidan & House (2001) as cited in research by Daniels & Greguras (2014), individuals with low power distance beliefs do not perceive that there are many distinctions based on rank and position.

Only one interviewee mentioned that organizational culture had influenced him to make the effort to assist colleagues and to support the company. For instance, interviewee no.10 shared that "The company has a culture where employees are encouraged to work across functions and to play nice with other colleagues as we might need help from each other in the future". In addition, interviewee no.8 stated that "The culture of the company guides the employees toward perception of 'organization as a whole' in any circumstances related to the organization as a whole, such as staff shortages. I would make the effort to support the firm." This can be linked to "altruism" and "conscientiousness" dimensions of OCB where 'Altruism' means the behavior of voluntarily helping other colleagues and 'Courtesy' means behavior of willingly preventing creations of problems for co-worker as referring from work by Organ (1997) as cited in work by Tambe & Shanker (2014).

Two interviewees explained that organizational culture has shaped their behavior and mindset, resulting in exerting extra effort to support the company. For instance, interviewee no.5 shared that "The company has built a culture of coaching where supervisor roles will be encouraged to provide guidance to subordinates. This influenced me to exert extra effort in notifying juniors when they did something incorrect to prevent work-related problems." This can be linked to the OCB dimension of "courtesy" which refers to behaviors that perform with the aims toward problem minimization at work (Organ, 1988).

4.2.3 Leadership characteristics which influence OCB

- Leadership style

During the interview, the common characteristic among the interviewee's leaders was the supportive leadership style. The interviewees shared that their leaders were very supportive and motivated in both work-related and personal-related matters, which made the stressful jobs seem bearable. Referring to work by Tichy & Devanna (1986) as cited in the work by Simic (1998), this kind of leadership style was matched with the characteristic of transformational leadership of having trust in followers and supporting them occasionally. Transformational leaders are contributing on giving confidence to the followers when needed. They put their best effort to empower the followers whenever it is possible.

One interviewee shared that he had the willingness to perform extra roles due to his supervisor when she needed some help from the team. For instance, interviewee no.2 said that "I have performed extra roles, such as attending leader's conference event to help promote the company. I volunteered to do this task as my leader asked for volunteers from the team. Thinking of her kindness and support for me, I had the willingness to support her whenever I had a chance." This can be linked to the OCB dimension of "conscientiousness" which means willingness to devote oneself to the job or task that beyond official role and responsibility such as working overtimes (Organ, 1988).

4.2.4 Team characteristics which influence OCB

- Team culture

From the interview, 3 interviewees shared that they had the willingness to make the extra effort in supporting their colleagues as it was the team culture where everyone in the team was showing the intention of assisting other members. For example, interviewee no.5 mentioned that "I have had the experience of supporting other team members on extra-role tasks. I helped in guiding the new joiner on the engagement that I was not involved in because I cared about my team members." This can be linked to the OCB dimension of "altruism".

In addition, there were 3 interviewees stated that they did not hesitate to make extra effort to prevent work-related problems in the team due to the team culture where everyone was caring for each other. Therefore, they had the willingness to help in preventing problem occurrence in the team, such as interviewee no.1 was voluntarily reminding and notifying his colleagues about the document preparation for the upcoming deliverable where the due date was approaching. This can be linked to the OCB dimension of "courtesy" which refers to behaviors that perform with the aims toward problem minimization at work (Organ, 1988).

4.3 Summary of key findings

Regarding the findings from data analysis on information collected from the interview, the key findings of the research question in this paper are noted and summarized in which the number of interviewees mentioned on each factor highlighted how significant of each factor regarding influence on OCB of the employees, the higher number of interviewees mentioning on the specific factor reflects the stronger influence of the factor on OCB. The findings are shown as table below:

Table 4.2 Summary of finding regarding the number of occurrence of factors influencing OCB mentioned during the interview.

| Factors influencing OCB	Number of interviewees mentioned on the factor during the interview	Related OCB Dimension
Individual personality	2	Altruism
	2	Courtesy
	2	Conscientiousness
	3	Sportsmanship
	1	Civic virtue
Personal relationships	5	Altruism
	3	Courtesy
	4	Civic virtue
Personal interest	4	Altruism
	1	Conscientiousness
	1	Sportsmanship
	9	Civic virtue
Organizational culture	1	Altruism
	2	Courtesy
	1	Conscientiousness
Leadership style	1	Conscientiousness
Team culture	3	Altruism
	3	Courtesy

Regarding the results shown in table above, the strongest influential factor on OCB of the employees working in the international consulting companies in Bangkok is "Personal interest".

Comparing my key findings to other past research, which were studied through literature review, past research has highlighted the positive correlations of two pairs which are between organizational culture and OCB and between leadership style and OCB. However, regarding the findings from my research, organizational culture and leadership style rarely had an influence over OCB of the employees whereas team

culture, which was not mentioned in any past research, had a higher degree of influence on OCB.

In addition, none of the studied past research mentioned about personal interest which, according to my research, personal interest does have a significant influence on the civic virtue dimension of OCB.

Furthermore, not only the influence of the five dimensions of OCB studied and observed from the interview in my research, but the decision-making and enjoyment of the employees towards the company were also investigated as well. The results show that there are 7 factors identified from the interview result that do have a positive correlation with the decision-making and enjoyment of the employees towards the company. The most significant factors are organizational arrangements and compensation.
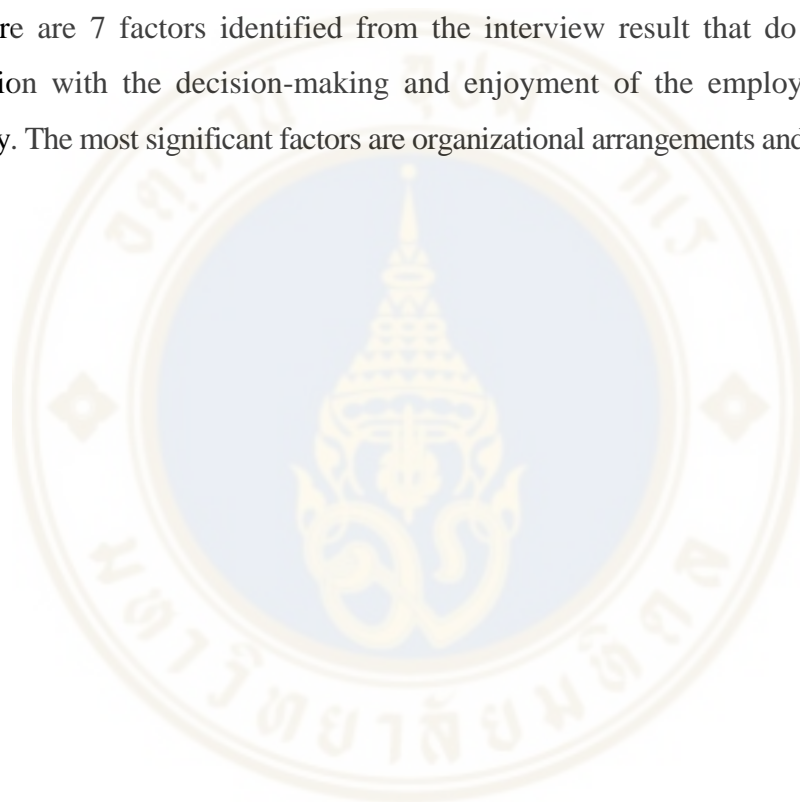
CHAPTER V
DISCUSSION

5.1 Practical Implications

This paper can be read to gain a better understanding on the key factors that have an influence on OCB of employees working at international consulting companies in Bangkok. From the noted findings, individual characteristics, organizational characteristics, leadership characteristics, and team characteristics had a different degree of influence on OCB regarding each dimension. In addition, apart from OCB, the findings provide the additional key takeaways on the intention and motivation in choosing and staying at the company.

The companies within the same industry can use this research paper to better promote OCB of the current employees which contribute on the growth, productivity, and performance of the organization. In addition, the companies could adapt this paper to attract potential proficient employees and retaining employees or reducing employee turnover through the findings of reasons behind the enjoyment and satisfaction of the employees toward the company.

Apart from the organizational level, the management level or manager level could also apply and adapt the findings from this paper to build a plan to contribute a stronger connection among the team member and higher engagement of supervised team toward the company which an aim for the higher existence of OCB from the employees.

According to the key findings of this paper, the key factors that have strongest influence on OCB of the employees working in international consulting companies in Bangkok are personal interest followed by personal relationship between individual and colleagues. The companies can use this paper as a starting point for developing OCB of the employees in the organization by capturing the personal interest of most employees through survey regarding personal interest for all employees and conducting both internal and cross-functional workshops or team-building activities on communication skills, teamwork enhancement, empathy, and conflict resolution for the employees to

build stronger, wider relationship with colleagues across the firm and improve interpersonal interactions.

Furthermore, based on the details of findings regarding the remaining factors that were mentioned less during the interview, the remaining influential factors are individual personality, organizational culture, organizational arrangement, leadership style, and team culture. According to these influential factors, in individual personality aspect, it would be recommended for the companies to integrate personality assessment in the recruitment process to evaluate and ensure that the recruited individual would have the personality traits that align with the organizational culture. In the organizational aspect, the company could consider develop low power distance organizational culture which support in strengthening contribution and collaboration between supervisors and subordinates. In the leadership aspect, it would be recommended for the company to enhance their recruitment process for leadership roles by focusing on characteristics of transformational leaders and by providing relevant leadership training. Lastly, in term of team culture, the company could foster a culture that prioritized team collaboration over individual competition by define new corporate strategy to set team goals and reward group achievements.

5.2 Limitations

This paper has studied a group of 10 qualified interviewees, with this given sample size, it was not able to guarantee that all possible influential factors were included in this study. Therefore, only the most common and majority influential factors that has impact on the OCB of employees working in international consulting companies in Bangkok were studied.

The target interviewees of the research were those who work at the international consulting companies in Bangkok only. Therefore, the employees of other national consulting companies or companies of the different industries might have the different key influential factors.

5.3 Suggestions for future research

To make the study more comprehensively feasible to another industry and country, future studies on organizational citizenship behaviors of employees can consider other industries and countries.

In addition, future studies can consider an adjustment on qualification of the sample to gather and analyze potential significant factors that can influence the OCB of employees, such as employees who have been working at a company for a longer time period.

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