

Differences in Organization Citizenship Behavior between “Serumpun” Countries (Indonesia – Malaysia)

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Differences in Organization Citizenship Behavior between “Serumpun” Countries (Indonesia – Malaysia)

ABSTRACT

Purpose – This paper aims to examine the effect of job motivation and commitment on organizational citizenship behavior (OCB) of Indonesian and Malaysian employees. Organizational and national culture are introduced as moderators and OCB as a mediator to investigate their relationships in the context of job performance.

Design/Methodology/Approach – The sample was drawn from employees using a purposive sampling method. A total of 264 valid questionnaires were obtained from employees. The data were analyzed using regression analysis.

Findings – The results show that job commitment and job motivation positively affect OCB in Indonesia but not Malaysia. The results also reveal that job motivation affects OCB in both countries. In Indonesia, organizational culture and national culture partially moderate the influence of job commitment and motivation on OCB, except the commitment to the organization's culture. However, roles of these moderators in job commitment and motivation are not evident in Malaysia. The result of this study also show that OCB affects performance in Malaysia but not Indonesia.

Practical Implication – The results of this study can be used to explore Indonesian and Malaysian employees. Although the culture of these two countries is originated from the same roots, which cause many similarities among them, there are differences in terms of OCB and employee's performance that can affect organizational performance, and also ways in dealing business with Indonesian and Malaysian companies.

Originality/Value – This study is one of the first studies to examine cross-cultural dimensions in two Southeast Asian countries. The findings contribute to the current OCB literature by confirming the roles of OCB and culture in the effects of job motivation and commitment on job performance.

Key Words: cross-cultural comparison, job motivation, job performance, national culture, organizational citizenship behavior, organizational commitment, organizational culture

*According to the Indonesia National Dictionary, serumpun means "one ancestor, one offspring" or 2 sets (groups) from one parent (used in reference to plants and language). In this context, the term serumpun denotes the similar cultures of these two countries.

Introduction

Researchers in various fields have highlighted the importance of organizational citizenship behavior (OCB) to the success of an organization (Podsakoff et al., 2000). OCB refers to individual work behavior beyond the call of duty that in aggregate benefits the effective functioning of the organization (Organ et al., 2006). "Beyond the call of duty" implies that the positive behaviors may or may not be rewarded by a formal reward system.

Several antecedents of OCB have been suggested, including job motivation and organizational commitment (Podsakoff et al., 2000), motivation (Barbuto et al., 2001; Penner, et al., 1997; Tang & Ibrahim, 1998), and organizational commitment (Alizadeh, et al., 2012; Ibrahim & Aslinda, 2013; Shirley, 2010). Employees with strong commitment show more extra-role behavior (Gasic & Pagon, 2004) and tend to have higher performance than employees without commitment (Shirley, 2010). A motivated employee with strong commitment toward the organization will be more likely to engage in OCB.

However, levels of job motivation and commitment are often related to culture (Tsui et al., 2007). Culture is unique and inherent, and cultural differences can have significant effects even within the same large umbrella culture, such as Asian culture. Taormina (2008) revealed differences in culture between two similar Chinese cultures in the context of work enthusiasm. Wei (2013) also observed differences in culture among nine Asian countries, albeit in the slightly different context of the volume-price variability relationship. Thus, similar cultures can have significant differences, and cultural understanding becomes essential.

Of the many frameworks available to understand culture, Hofstede's (1980) national cultural dimensions are considered the most comprehensive in describing cultural differences and their implications in different settings, namely work, school, and day-to-day basis (Shackleton & Ali, 1990; Triandis, 1982; and Schuler & Rogovsky, 1998). Despite the ability of the framework to explain cultural differences, the use of the framework to examine job motivation, organizational commitment, and organizational culture has not been thoroughly explored.

The objective of this study was to further explore OCB in two countries, Indonesia and Malaysia. These two countries share the 'serumpun' context; many view these two countries as almost identical, with the same culture. Research conducted by Hofstede (1980) also indicates that the national cultures of Indonesia and Malaysia are very similar. However, empirical evidence suggesting that the impacts of job motivation and commitment on OCB are similar in these two countries is very limited.

Therefore, this study aimed to obtain insight in the 'serumpun' context by examining the similarity of these two countries and the role of culture in the differences between Indonesian and Malaysian employees' perceptions of their level of job motivation and organizational commitment and their influences on OCB. This study also estimates the consequences of OCB for employee job performance. The implication of the findings are discussed.

Indonesia and Malaysia – Comparative Analysis

Indonesia and Malaysia share similar traits in Hofstede's national cultural dimensions (Hofstede et al., 2010). Both countries have large power distance indexes, collectivistic societies, low masculinity and uncertainty avoidance. These cultural similarities have hindered empirical comparisons.

Table 1. Cultural Dimension Scores for Malaysia and Indonesia

Dimension	Indonesia		Malaysia	
	Score	Category	Score	Category
Power Distance	78	Large PD	100	Large PD
Individualism vs. Collectivism	14	Collectivist	26	Collectivist
Masculinity vs. Femininity	46	Low Masculine	50	Low Masculine
Uncertainty Avoidance (UA)	48	Weak UA	36	Weak UA

Source: Hofstede, Hofstede, and Minkov (2010)

Cross-cultural comparison studies have placed greater emphasis on studying cultural differences between two or more countries of Western and Eastern culture (e.g., Haybatollahi & Gyekye, 2015). However, closer examination reveals that Malaysia scores a full 100 on the power distance dimension. Indonesia has a very high value of 78, but according to Smit (2015), a 10-point difference in the power distance score is sufficient for persons outside the culture to perceive the difference. For instance, to Indonesians, Malaysians will appear more power distant and hierarchical.

This study focuses on the difference in the power distance dimension. Power distance has been discussed as a determinant of whether OCBs at work are in-role behaviors or extra-role behaviors. Therefore, this research used Hofstede and Minkov's (2013) Value Survey Module 2013 (VSM 13) directly to obtain newer data that is more representative of our current sample. The data were then calculated using the VSM 13 formula and estimated using regression analyses.

Organizational Citizenship Behavior and its Antecedents and Consequences

In the present study, OCB serves as the mediating variable in the relationships between organizational commitment and job motivation (independent variables) and an employee's job performance (dependent variable). National culture and organizational culture serve as the moderating variables.

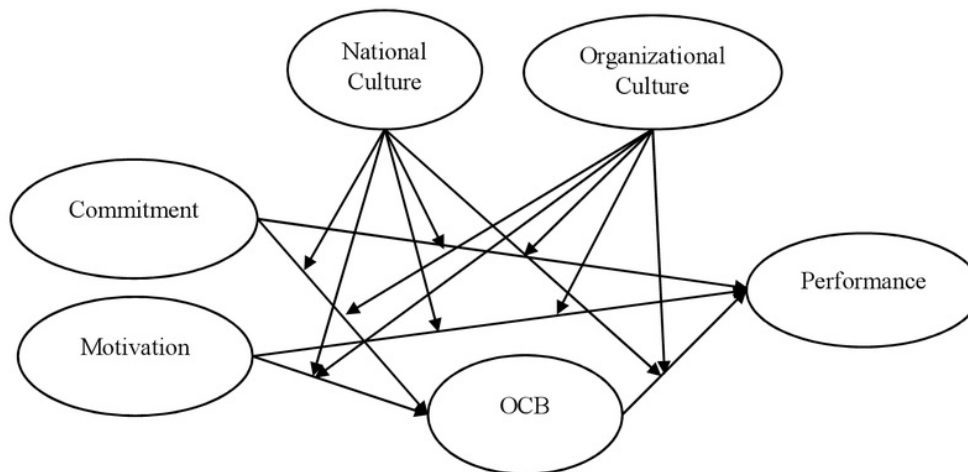
Robbins and Judge (2015) describe commitment as the condition in which an individual favors an organization and has the objective and desire to maintain membership in the organization. According to Luthans (2006), there are three components of organizational commitment: affective commitment, continuance commitment, and normative commitment. Commitment affects performance indirectly through OCB. Individual commitment to an organization encourages employees to show OCB. Employees that identify with or feel a part of the organization and have a positive commitment to the organization will ultimately exhibit higher performance.

Motivation is a reaction that begins with a requirement that increases desire or efforts to achieve the goal. The next stage is characterized by tension, that is, unfulfilled desire, which leads to action toward the goal and, ultimately, satisfaction of the desire (Kontz, Harold, Cyril O'Donnell, 1989). According to Badeni (2013), there are two types of encouragement motivation: internal and external. Theories of internal encouragement related to motivation include theories X and Y, the three needs theory, and the two-factor theory, while theories of external encouragement include expectancy theory and the theory of equilibrium. An employee's motivation within an organization is an important component of OCB. Employees that identify with or feel a part of an organization and have positive motivation will ultimately exhibit higher performance.

The concept of OCB encompasses behavioral options that are not part of the formal obligations of an individual in the organization but can support the effective functioning of an organization (Robbins & Timothy A. Judge, 2015). According to Organ (1988), OCB is a free individual behavior that is not directly recognized in the system of rewards and can promote the effective functioning of the organization. In other words, OCB is an individual behavior that exceeds role requirements and is indirectly recognized by the formal reward system.

Gibson et al. (2011) describe employee performance as the quality or quantity of job achievement or work result achieved by a workforce in performing their duties in accordance with their responsibilities. According to Griffin et al. (2007), there are three sub-dimensions of performance corresponding to job roles at the individual, team, and organizational levels. The three different forms of behavior are proficiency, adaptability and proactivity. There are three main factors that affect employee performance: the ability of the individual in performing the work, the level of effort devoted, and organizational support (Mathis & Jackson, 2011). This study focuses on the individual performance of employees.

Research Framework



Method

Participants

A total of 264 employees participated in this study, including 161 Indonesians and 103 Malaysians. The distribution of gender was almost balanced, with 50.93% (n=82) male and 49.07% (n=79) female among Indonesians and 44.66% (n=46) male and 55.34% (n=57) female among Malaysians. The Indonesian participants were older than the Malaysian participants; the majority of Indonesian participants, 57.14% (n=92), were 41-50 years old, whereas the majority of Malaysian participants, 71.84% (n=74), were 26-35 years old. In both countries, job titles were dominated by academically trained professionals, including lecturers, lab assistants, and employees working in academic fields, representing 49.07% (n=79) of Indonesians and 56.31% (n=58) of Malaysians. This dominance was mainly due to the fact that the majority of the participants had more than 17 years of formal education, including 75.16% (n=121) of Indonesians and 53.40% (n=55) of Malaysians. Giap & Hackemeier (2005) did not observe differences in OCB with age because differences in age had no effect on behavior in the workplace, as supported by Huang et al. (2015), Tella et al. (2007), and Irving et al. (1997). Moreover, culture is not influenced by age differences, most likely because culture is not only inherent and innate since birth but also continues to be learned and studied throughout life (Hofstede, 1980). However, older people gradually withdraw themselves from the work context (Desmette & Gaillard, 2008) and shift their priorities to seeking fulfillment in the private life sphere (e.g., family and leisure) (Carstensen et al., 1999; Zacher & Frese, 2009).

Measurement Instruments

The questionnaire consisted of seven sections. Section 1 was Hofstede's organizational culture items. For this study, a total of 4 items measuring parochial versus professional dimensions were utilized. Section 2 was Hofstede and Minkov's (2013) Value Survey Module 2013, a 24-item questionnaire measuring six dimensions of national culture: power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long/short-term orientation, and indulgence versus restraint. For this study, however, only 4 items measuring power distance were used.

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Section 3 was the OCB items of Podsakoff, MacKenzie, Moorman, and Fetter (1990). Ten of the 24 total items were employed for this present study. Section 4 addressed organizational commitment and was adopted from Ganesan and Barton's (1996) measurement instruments. Section 5 included job motivation items adopted from Pareek's (1985) measurement instruments. Section 6 was job performance items adopted from the measurement instruments of Tsui et al. (1997). Finally, Section 7 included basic demographic questions such as age, gender, years of education, and job position.

Procedure

The sample was drawn from participants who, at the time of data collection, were employed in a job. This study utilized a purposive sampling method. The sampling procedures were

performed with the assistance of a few colleagues; the researchers formulated the criteria for respondents and then made a list of potential participants who meet the criteria.

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After the criteria were defined, an invitation to participate in the study was disseminated among a group of employees. The employees who met the criteria and were willing to participate in this research were contacted again via email to receive the questionnaire. Participants who did not respond to the e-mail were contacted via text message. All participants were given a week to complete the questionnaire. This study ultimately collected responses from 161 participants in Indonesia and 103 participants in Malaysia.

Data analyses

All statistical analyses were performed using the SPSS statistical software package version 20. A validity test was used to indicate the level of validity of the instrument (Arikunto, 2002), and a reliability test was used to measure the consistency and stability of variables (Sekaran, 2009). A non-response bias test was also used to ensure that there was no bias in the respondents' answers before and after the cut-off period. Regression analyses were performed to examine the influence of commitment and motivation on performance with OCB as an intervening variable and organizational culture and national culture as moderating variables in the regression equations.

In the regression models, the classic assumptions were met, as verified by several tests. The normality test determines whether the residual confounding variables in the regression model have a normal distribution. If this assumption is violated, the statistical test is invalid for small sample sizes (Ghozali, 2012). The heteroscedasticity test assesses the presence of inequality in the residual variance from one observation to another in the regression model (Ghozali, 2012). The multicorrelation test evaluates whether each independent variable is correlated with other variables. Autocorrelation tests whether the linear regression model exhibits correlation between the best linear unbiased estimators of the error in period t with the best linear unbiased estimators of the errors in prior periods.

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Then, a t-test was conducted to determine if the independent variables had an effect on the dependent variable. The average t-test is used in statistics to test whether a certain value (given for comparison) is significantly different from the average of a sample. To test the average difference with the t-test, quantitative data are used (Ghozali, 2012).

Results

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Table 2. Cultural Dimension Scores for Indonesia and Malaysia

Dimension	Indonesia		Malaysia	
	Score	Category	Score	Category
Power Distance	44	Small PD	93	Large PD
Individualism vs. Collectivism	13	Collectivist	14	Collectivist
Masculinity vs. Femininity	32	Feminine	64	Masculine
Uncertainty Avoidance (UA)	20	Weak UA	38	Weak UA
Long-Term Orientation (TO)	41	Short TO	56	Long TO
Indulgence vs. Restraint	69	Indulgence	38	Restraint

Source: Primary Data

This section will explain the results of the estimation using the constructed model. This estimate revealed the factors affecting the performance of individuals. The research model showed that alleged performance is influenced by the commitment and motivation of individuals, both of which can influence performance directly or indirectly through the OCB variable. This model also examines the impact of the moderating variables of organizational culture and national culture. This discussion is divided into two parts, which correspond to the studies in Indonesia and Malaysia, respectively.

Table 3. OLS Regression of OCB Determinants in Indonesia

Variable	Coefficient	Std. Error	p-value
Constant	31.955	0.573	0.000
Commitment (C)	1.039	0.394	0.009
Motivation (M)	2.957	0.445	0.000
Organization Culture (OC)	0.916	0.402	0.024
National Culture (NC)	-0.073	0.278	0.793
Moderating Variable 1 (C × OC)	0.189	0.511	0.711
Moderating Variable 2 (C × NC)	0.480	0.447	0.285
Moderating Variable 3 (M × OC)	0.971	0.571	0.091
Moderating Variable 4 (M × NC)	-0.593	0.448	0.188
N	161		
F-stat	18.604		0.000
R-Square	0.495		
Dependent Variable	OCB		

The first estimation showed how commitment and motivation affect OCB in Indonesia. This estimate was intended to reveal the influence of independent variables that could affect performance. The result indicate that commitment and motivation had positive and significant effects on OCB at the level of $\alpha = 5\%$. Moderating variable 1, which represents the relationship between organizational culture and commitment, did not show an intervening relationship with OCB. Moderating variable 2, which corresponds to the relationship between commitment and national culture, had no intervening relationship with OCB. Moderating variable 3 had a significantly positive correlation, which indicated that organizational culture strengthened the relationship between OCB and motivation at the level of $\alpha = 10\%$. Moderating variable 4 did not show a significant relationship between motivation and national culture.

Table 4. OLS Regression of Performance Determinants in Indonesia

Variable	Coefficient	Std. Error	p-value
Constant	23.811	0.397	0.000
Commitment (C)	0.416	0.278	0.136
Motivation (M)	2.008	0.368	0.000
Organizational Culture Behavior (OCB)	0.526	0.329	0.112
Organization Culture (OC)	0.007	0.280	0.980
National Culture (NC)	-0.001	0.188	0.997
Moderating Variable 1 (C × OC)	-0.089	0.371	0.811
Moderating Variable 2 (C × NC)	0.633	0.320	0.050
Moderating Variable 3 (M × OC)	-0.022	0.454	0.962

Moderating Variable 4 (M × NC)	-0.828	0.352	0.020
Moderating Variable 5 (OBC × OC)	-0.154	0.469	0.743
Moderating Variable 6 (OBC × NC)	0.271	0.362	0.456
N	161		
F-stat	21.362		0.000
R-Square	0.612		
Dependent Variable	Performance		

The second estimation was intended to evaluate the direct impacts of commitment and motivation on performance. The results showed that commitment, including OCB, did not affect performance directly. However, in the sign test, commitment and OCB were positively related to performance, consistent with the general theory. By contrast, motivational variables affected performance directly. In this case, almost all moderating variables were unrelated to the independent variables, except national culture¹⁴ which was related to commitment and motivation. National culture strengthened the relationship between commitment and performance and weakened the relationship between motivation and performance.

Table 5. OLS Regression of OCB Determinants in Malaysia

Variable	Coefficient	Std. Error	p-value
Constant	30.421	0.796	0.000
Commitment (C)	0.384	0.419	0.361
Motivation (M)	3.133	0.490	0.000
Organization Culture (OC)	1.339	0.474	0.006
National Culture (NC)	0.882	0.356	0.015
Moderating Variable 1 (C × OC)	-0.055	0.587	0.925
Moderating Variable 2 (C × NC)	0.534	0.536	0.321
Moderating Variable 3 (M × OC)	-0.437	0.603	0.471
Moderating Variable 4 (M × NC)	0.091	0.551	0.868
N	103		
F-stat	21.624		0.000
R-Square	0.618		
Dependent Variable	OCB		

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The results of the estimation studies in Malaysia indicated that motivation had a positive and significant effect on OCB at the level of $\alpha = 5\%$. However, commitment had no influence on OCB. Moderating variable 1, which represents the relationship between organizational culture and commitment, had no intervening relationship with OCB; similar results were obtained for moderating variables 2, 3, and 4.

Table 6. OLS Regression of Performance Determinants in Malaysia

Variable	Coefficient	Std. Error	p-value
Constant	19.344	0.504	0.000
Commitment (C)	0.564	0.245	0.024
Motivation (M)	1.443	0.345	0.000
Organizational Culture Behavior (OCB)	1.152	0.340	0.001
Organization Culture (OC)	0.124	0.290	0.670
National Culture (NC)	0.214	0.214	0.319

Moderating Variable 1 (C × OC)	-0.215	0,340	0.529
Moderating Variable 2 (C × NC)	0.268	0,313	0.395
Moderating Variable 3 (M × OC)	0.314	0,446	0.483
Moderating Variable 4 (M × NC)	0.055	0,438	0.900
Moderating Variable 5 (OBC × OC)	-0.216	0,479	0.653
Moderating Variable 6 (OBC × NC)	-0.275	0,428	0.523
N	103		
F-stat	19.225		0.000
R-Square	0.699		
Dependent Variable	Performance		

The second estimation revealed a direct impact of commitment and motivation on performance. Commitment, motivation, and OCB had direct positive effects on employee job performance. In this case, the overall moderating variables were unrelated to the independent variables.

Discussion and Conclusion

This study aimed to identify differences between the influence of motivation and individual commitment, which is moderated by organizational culture and national culture, on individual performance between Indonesia and Malaysia. Theoretically, independent variables can influence performance variables directly as well as indirectly. The results indicated that the effects of motivation and commitment on performance are mediated indirectly by OCB.

The study in Indonesia revealed that commitment and motivation positively and significantly affected OCB. By contrast, the study in Malaysia showed that commitment did not affect OCB. The results for the effects of job commitment on OCB differed between the two countries. The study in Indonesia showed that individual commitment to the organization encouraged individuals to take positive action for the organization, such as performing work beyond their obligations, consistent with Moradi (2015) and Pourgaz et al. (2015). High individual commitment to the organization results in an increase in an employee's work based on the employee's acceptance of the purpose and principles of the organization as well as pride in the organization (Luthans, 2006).

According to Allen and Meyer (1990), each individual has a different level of commitment. Forms of commitment can differ depending upon the individual, and thus individuals may feel different commitments to the organization, job, higher position, and working group. According to Allen and Meyer (1990), commitment is divided among three types: affective commitment, continuance commitment, and normative commitment. The different types of commitment combine to create a different behavior consequence for each individual. Full commitment involving emotion or as denoted by Allen and Meyer, affective commitment, can influence OCB. By contrast, normative commitment is a lower level of commitment than affective commitment and is limited only to the responsibility of each individual in an organization. The level of commitment was lower among Malaysian individuals than individuals in Indonesia in this study. The average score for commitment indicated that commitment had no effect on the level of individual OCB.

The variable of motivation affected OCB in both countries in this study. Consistent with the results of Moradi (Moradi, 2015), an individual's motivation within an organization increased

OCB. This finding indicates that employees with high work motivation identify with the organization or feel a part of the organization and thus work outside their job description to improve the organization.

Moreover, in Indonesia, moderating variables such as organizational culture and national culture were related to the influence of the independent variables of commitment and motivation on OCB, except for the influence of commitment on the organization's culture. By contrast, in Malaysia, the moderating variables were unrelated to the independent variables. Empirical results indicate that organizational culture strengthens the influence of motivation on OCB. According to Hofstede (1986), organizational culture is the interaction of various traits or habits that affect groups of people in their environment; the stronger the organization culture, the more powerful the influence of motivation on OCB level. By contrast, the national cultural relationships described by the dimensions of power distance differ between the commitment and motivation variables. The effect of commitment is positive, while that of motivation is negative. When a person feels that individuals are superior to other individuals because of social status, gender, race, age, education, background, or other factors, the effect of commitment on OCB becomes stronger, but the reverse impact is observed for the motivation variable. The influence of motivation on OCB will be stronger if there is no equality, which compels individuals to work beyond their job description.

The next estimation examined the direct influence of the independent variable on the variable of performance. Commitment had different impacts on individual performance in the two countries. Commitment had a direct influence on performance in Malaysia but not Indonesia. This difference can be explained analogously to the impact of the commitment variable on OCB in the previous discussion. The different levels of motivation of each individual will affect the performance level, similar to the level of commitment described by Allen and Meyer (1990). Affective commitment was higher in Indonesia than in Malaysia, with a greater focus on the organization's success rather than the performance of each individual in Indonesia. By contrast, normative commitment is a lower-level form of commitment that focuses on and thus can significantly improve individual performance, consistent with Robbins & Judge's (2015) results.

Another finding is that the motivation variable positively and significantly affected performance directly; Choo and Bowley (2007) reported a similar finding. An individual's motivation within the organization is positively related to performance. A working individual's motivation encourages them to improve their performance within an organization, whether that motivation is internal or external encouragement.

The empirical results of this research show that OCB affects performance in Malaysia but not Indonesia. This discovery explains how the OCB level improves coworker performance. Employees who help other colleagues will accelerate the completion of their colleague's task and increase the productivity of their coworkers but not themselves. However, in other cases, OCB can improve individual performance through group work assessments. When group performance increases, the assessments of individual performance will also increase. Groups that exhibit camaraderie, help each other even when it's not their duty, or perform extra roles can increase the performance of all individuals. The study in Indonesia indicated that OCB or a behavior of helping others (altruism) did not significantly improve individual performance, which was related to a high level of commitment. By contrast, OCB in Malaysia, which

coincided with normative commitment, improved individual performance. In the organizational psychology literature, a significant positive relationship of OCB with performance outcomes has been noted by Martinez (2013) and Michael (2011).

Finally, moderating variables such as organizational culture and national culture were examined. In Indonesia, national culture positively moderated the relationship between commitment and job performance. Moreover, national culture negatively moderated the relationship between motivation and job performance. By contrast, in Malaysia, no moderating relationship was observed. The relationship of the moderating variable with the performance variable can be explained similarly to the previously discussed moderating relationship with OCB.

In conclusion, this study investigated the effects of individual commitment and motivation on OCB and on organizational culture and national culture as moderating variables and how these effects differ between Indonesia and Malaysia. This study confirms that individual commitment and motivation are important influences on OCB; however, commitment and motivation positively affect OCB in Indonesia but not Malaysia. In Malaysia, individual motivation has a positive and significant effect on OCB, but commitment does not affect OCB, as shown in Table 5. Table 3 shows that commitment, and motivation has positive and significant effects on OCB in Indonesia and that organizational culture strengthens the relationship between OCB and motivation. The results in Table 4 shows that commitment does not affect performance directly; even OCB does not affect performance. However, in the sign test, commitment and OCB are positively related to performance. The motivational variables affect performance directly. As shown in Table 6, in Malaysia, commitment, motivation, and OCB has direct positive effects on employee job performance, whereas the moderating variables are unrelated to the independent variables.

Research implications

This study offers some implication both in theoretical and practical. First, the Hofstede's dimension results for Indonesia and Malaysia are different to the result of this study. In this study, Indonesia is more feminine and less power distance than Malaysia. Second, the difference is observed to have an impact on the OCB relation: in this case commitment and motivation affects OCB in Indonesia, but not Malaysia, which explained in conclusion. Third, between these two 'serumpun' countries (both of them have high collectivist rates) the OCB effect will be more influential. In doing work, Indonesian and Malaysian, who have a high collectivist level, will not be fixated or bound by the rules. Some things, especially at work, can be resolved with good relationships among others, which is in line with the orientation of collectivism. With maintaining good relationships with others, then people will volunteer to assist in things that are not his responsibility or work, which refers to the context of OCB, where OCB as behavior that "supports the social and psychological environment in which task performance takes place" (Organ, 1997). So the OCBs in these two 'serumpun' countries, which have an equally high collectivist level, will focus more on relationships orientation among others.

The results of this study are useful to help better understand that there are differences between 'serumpun' cultures. Moreover, the results could benefit organizations or manager by helping them to recognize that their employees from 'similar' cultural backgrounds could behave

differently at work, especially in this study is in OCB context. This study is to highlight how OCBs is performed in two 'serumpun' countries (both of which have high collectivist rates), how these OCB affect employee performance in each country, and see whether there is a difference impact between these two countries. In brief, the most important specific contribution of this research is the discovery that there is difference effect of OCB on employee performance in Indonesia and Malaysia, which can be useful for managers working in the region.

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Limitation of the study

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There are limitations of the present research. First, it relies on self-reported instruments. There is the possibility of common method variance among some of the scales as well as limitations of the variables. However, this research reveals factors that can affect OCB and the difference between nations, i.e., Indonesia and Malaysia. Indonesia and Malaysia are widely assumed to have similar characteristics, but different results were obtained for these two nations in the present study. Future research is necessary to identify other variables and perform additional cross-cultural studies related to OCB.

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	High
	Intermediate
	Low

Dimension	Indonesia		Malaysia	
	Score	Category	Score	Category
PDI	44	Small PD	93	Large PD
IDV	13	Collectivist	14	Collectivist
MAS	32	Feminine	64	Masculine
UAI	20	Weak UA	38	Weak UA
LTO	41	Short TO	56	Long TO
IVR	69	Indulgent	38	Restraint

Hofstede Score

Dimension	Indonesia		Malaysia	
	Score	Category	Score	Category
PDI	78	Large PD	100	Large PD
IDV	14	Collectivist	26	Collectivist
MAS	46	Feminine	50	Intermediate
UAI	48	Weak UA	36	Weak UA
LTO	62	Long TO	41	Short TO
IVR	38	Restraint	57	Indulgent

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