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## Is the Organizational Citizenship Behavior (OCB) a predictor for the Cultural Intelligence (CQ)?

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### Abstract

*Our study goal* – Modern management is paying more and more attention to new research directions that aim a compound approach of the human psychology and, implicitly, its role in achieving an organizational framework auspicious for performance. Due to this context, our study aims to highlight the correlations between the Organizational Citizenship Behavior (OCB) and the Cultural Intelligence (CQ) in the Romanian academic environment. *Research methodology* – Data presented, resulted from a sociological investigation, based on a questionnaire and accomplished during 2016 on a representative sample of students from the Romanian Academy of Economic Studies (Bucharest), from the Management Faculty. Information obtained were processed by econometric methods, by/with SPSS (Statistical Package for the Social Sciences), the most used statistical software for social sciences. *Ascertainment* – This study identifies and measures the intensity between OCB (including its components) and Cultural Intelligence (CQ), links. The results obtained, highlight the existence of some influences of the OCB components, on CQ, but the intensity of the influences is weak. In this situation, OCB can't be considered a CQ predictor. *Research limits* – Our study research are available only on the analysed sample. To increase the results applicability, we consider as necessary an extension of the sample, by including foreign students that learn in the Romanian academic environment. *Practical Involvement* – Our final goal is to boat for Romanian Universities, particular methods and techniques to increase the adaptation capacity of the students from the Romanian Universities to intercultural environments. *Originality* – Our researches are the first one at national level that aim to demonstrate de link between the Organisational Citizenship Behavior (OCB) and the Cultural Intelligence (CQ).

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## 1. Introduction

The huge potential of the human brain is, nowadays, one of the less exploited resource in many domains, inclusively in management. Due to nowadays economic and social context, the human software development and optimisation is a major goal of theoretical and practical studies and researches, developed at worldwide level in human resource management. Efficient managing of the human resource in a more and more fluid labour market, which transcend national borders, determine a stressed increase for the interest concerning the relation between the cultural factor and performance. So, it appeared a new approach about the problems concerning personnel selection and training, and about employee cognitive capabilities and abilities development. At the same time, informal behavior role at organisational level, obtains new valence. The two concepts that cover this study area are the Organisational Citizenship Behavior, an informal behavior in its essence and the Cultural Intelligence, a form of human intelligence that highlights the adaptation ability of a person in a multicultural environment. OCB and CQ levels are determinant elements in achieving individual and organisational performance, thanks to their influence on the relationships that exist between people who work in an organisation. (DiPaola, & Tschannen-Moran, 2014; Lee et al, 2013, Ang, & Van Dyne, 2015)

Creating competitive advantage depends, in many cases, not only by the quality of the human resources, but also by finding new levers that may permit and assure into an Organisation a qualitative increasing of interpersonal relationships levels, both on formal and informal plan. (Ott, & Michailova, 2016)

Worldwide Economy globalization, a greater number of businesses that open subsidiaries beyond national borders, and an increase cross-border movement of labour force, are determinant factors for the demand of a great number of University graduates that must be well prepared to face challenges concerning cultural environments adaptation, others than those from where they come.

The increased capacity of adaption to multicultural requests, by behavioral point of view, is, with no doubt, a positive element for the evaluation of employee educational level. A high degree of Cultural Intelligence (CQ) is an additional asset in developing qualitative interpersonal relationships, facilitating the communication and increasing the degree of apprehension between people coming from different cultural environments. Because of the fact that interpersonal relationships from an Organisation have, often, an informal nature, we considered opportune to achieve this study, where we chase up the evaluation of the OCB degree of influence, an informal behavior, over the Cultural Intelligence (CQ). Finding new levers that may contribute to the achievement of a higher level of Intercultural Intelligence is a priority for now, for many management researchers. (Ang, & Van Dyne, 2015)

## 2. Literature review

From the human resource point of view, increasing the Organisations competitiveness is linked only by the human resource level of knowledge concerning their domain of activity and their formal behavior which is linked to labour tasks, and also by their informal behavior and, the last but not the least, by their capacity of adaptation to the existing conditions from the Organisations level.

An important step in Management, covering the empty place concerning the human behavior study in organisational context, was the achieving of the Cultural Intelligence (CQ) concept, which was defined as being ones capacity to efficiently manage his evolution in different environmental cultures. (Earley, & Ang, 2003)

CQ concept is important both at individual and organisational level, a fact that is recognised in the contemporary society, because of the links that it develops in an intercultural environment. The appearance of the CQ concept is a prominent change in the research field, determining the transition from cultures analyses studies, to the impact of meeting different cultures. (Ang, & Van Dyne, 2015).

CQ is a specific type of intelligence, which is concentrated over the adaptation capacity of the individual behavior to the needs and requests of the relationships that occur in situations characterised by cultural diversity. At the same time, CQ permits the development of an aggregate of elements (principles, rules, etcetera), that creates the premises for achieving qualitative interpersonal relationships, between people that come from different cultural environments. A high level of CQ allows the adaptation and the modelling of one's behaviour, depending on the circumstantial situation, made by the contact with people coming from different cultural areas. (Solomon, & Steyn,

2017)

CQ as a concept, is a multidimensional construction, characterised by mental components (metacognition and cognition), behavioral and motivational components. (Earley, & Ang 2003) CQ as a concept is an attempt to analyse and evaluate psychical and intellectual capabilities, highlighted by the components metacognition, cognition and motivation, and also by their effects transposed in one's behavior, all, due to multicultural relationships context. (Ang, & Van Dyne, 2015)

Metacognitive CQ (MCQ) reproduces the mental capacity to gain and understand knowledge and information concerning other cultures, mirroring the way in which a person enlightens his/her own multicultural experience. Metacognitive CQ has a major impact on creating strategies concerning the approach of a multicultural meeting, contributing to the analysis and evaluation of initial hypotheses fairness, and to the changing of the strategy according to real conditions.

Cognitive CQ (CCQ) expresses personal level of knowledge concerning norms, practices and traditions from other cultures and contributes to the understanding of the differences and the likenesses between own culture and other cultures.

Motivational CQ (MOTCQ) reflects the interest manifested by a person, concerning the comprehension of specific features of other cultures and has a decisive contribution to the increase of personal trust concerning intercultural relationships level that it can face.

Behavioral CQ (BCQ) defines personal degree of adaptability to specific verbal and non-verbal behavioral elements, from other cultures. A high level of this type of CQ ensure a rapid reaction, appropriate to multicultural context.

One of the main directions to train future managers to face provocation coming from working in different cultural environments is the development of the CQ. A high level of CQ ensure a high degree of adaptability to different cultural environments, and implicitly, the possibility to perform at high rate.

*OCB concept* approaches from a socio-human perspective, the informal interpersonal relationships, relationships that have a high weight at organisational level, and that may have a decisive influence, both on individual and organisational performance. OCB reflects a positive and voluntary individual behavior, that is not directly and explicitly requested in an Organisation's regulations and which, totally, contributes to its good functioning (Organ, 1988), or in other words, OCB is that extension of effort and creativity, beyond the formal content of a hiring contract. (Frenkel, & Sanders, 2007) Most researchers that studies OCB, used Organ's conceptual model, which is based on five components – Altruism (helping behavior), Sportsmanship, Conscientiousness (organisational compliance), Civic Virtue and Courtesy, summarized below.

*Altruism* is a moral attitude or a spiritual mood of the one who acts disinterested due to others favour. At Organisational level, Altruism includes those" ... voluntary helping actions manifested for work colleagues who have working problems that they may not solve by themselves." (Organ, 1990)

*Sportsmanship* was defined as being" ... the availability of a person to have a behavior that may permit him/her to avoid imminent conflictual situations that may occur in an Organisation". (Organ, 1990)

*Conscientiousness* (organisational compliance) is defined as being the behavior of a"... employee that respects with religiosity all the laws and regulations, even when nobody is watching ..." (Podsakoff, et al. 2000). Conscientiousness is seen as a sum of behaviors"... which, without having an immediate positive effect on a person, has a general and impersonal contribution, to the growth of group, department or organisational performance". (Organ, et al., 2006)

*Civic Virtue*, represents, at the Organisations level, "... a behavior that reflects the membership to an Organisation in the same way in which a citizen is a member of a country and accepts and assumes the responsibilities that unfold from this situation" (Podsakoff, et al., 2000), being "... actively involved in processes concerning policy and Organisations administration..." (Organ, et al., 2006).

"Employees that develop civic behavior are Organisations liable members that have an active and positive involvement into policies and Organisations management". (Organ, et al, 2006)

*Courtesy* is "a behavior by which we avoid the situations in which our actions may have undesirable effects over colleagues activities, taking as an example, keeping in good functioning conditions the equipment where will work a

colleague”. (Organ, 1990)

As a conclusion, OCB may be defined as being a multidimensional construct, which belongs to the informal component of the organisational behavior, with a marked voluntary character, which goes beyond the request registered in an Organisation norms, rules and procedures, which doesn't have as a goal the achievement of a reward and which may have a direct and indirect contribution, to the increase of the Organisations performance.

The hypothesis that there is a positive relationship between OCB and CQ seems to be credible, at individual level, because both of them are influenced by personality factors. (Ang, et al, 2006; Chiaburu, et al., 2011) We expect positive and significant correlations between OCB and CQ, because OCB is by its nature, a discretionary behavior, mainly determined by an individual will, and CQ has a strong dependence of intercultural openness.

Humans with high level of intellectual openness, learn continuous, impart their knowledge, are motivated to learn, are concerned of the social environment and are more proactive/dynamic. (Fuller, & Marler, 2009) Much more, because the intellectual openness have the highest correlation, of all personality features, with general mental capacity, the employees with a high degree of intellectual openness have a better understanding of the assignment context, which should lead to high levels of OCB and CQ.

Starting from these premises, our study goal is to verify an intuitive hypothesis of a direct relationship between OCB and CQ and to highlight this relationship intensity.

### 3. Data collection and analysis methods

Our study is based on data obtained from a sociological survey, based on two questionnaires and were developed at the same time, in 2016 on three Master programs from the Faculty of Management from the Romanian University of Economic Studies (Bucharest). The main goals of the study were told to the surveys participants, and we presented them the most important elements of OCB and CQ concepts. It was used a quantitative method. The questionnaires that were used approaches many causes and have closed questions. This kind on questions have many major advantages: facilitates the statistical analysis of the answers, supports the memory of those who are investigated, permits the appliance of questionnaires with many items, each question being a “filter” for the next questions, increases the anonymity and the security of those who are being surveyed, facilitates peoples “commitment” in answering the questionnaire. (Chelcea, 2001) The questionnaires were processed and adapted after Podsakoff (1990) for OCB and Ang (2007) for CQ, and the affirmations of the questionnaires were discussed and analysed together with specialists from Psychology, Economy and Human Resource Management. Both questionnaires are elaborated on a 5 Point Likert Scale (1 – Total disagreement, 2 – Partially disagreement, 3 – Neither agreement, nor disagreement, 4 – Partially agreement, 5 – Total agreement), containing 24 items for OCB's components (Altruism, Consciousness, Sportsmanship, Courtesy, Civic Virtue) and 20 items for CQ's components (Metacognitive, Cognitive, Motivational and Behavioral Intelligence). From all 170 people included in this survey, 125 people sent fit answers, the recorded rate being superior to the minimum accepted number for this analysis validation, namely 119 people. The minimum necessary sample was calculated according to the methodology elaborated by Ovidiu Nicolescu (2012). For the calculation we considered the maximum accepted error as being 5% and the trust level 95%. So, the sample on which we made the analysis is representative, the number of people that answered to the questionnaires being higher than the minimum sample on which we could make the analysis, the respondents being selected randomly. Information obtained, were processed with SPSS (Statistical Package for the Social Sciences), the most used statistical software for social studies.

### 4. Hypotheses testing

Our study want's to demonstrate the existence of a direct and positive relationship, between OCB and CQ. To demonstrate this link, we proposed the following work hypothesis:

*H1: Between Organisational Citizenship Behavior components and the Cultural Intelligence there are direct proportional associations.*

*H2: Organisational Citizenship Behavior components are influence factors for the Cultural Intelligence level.*

*H1: Between Organisational Citizenship Behavior components and the Cultural Intelligence there are direct*

proportional associations (OCB components have influences on CQ level), was tested with Pearson Correlations between OCB components and CQ. The obtained result are the following.

Table. 1. Pearson’s Correlations between OCB’s components and CQ

Correlations			
		CQ	Altruism
Pearson Correlation	CQ	1.000	.084
	Altruism	.084	1.000
Sig. (1-tailed)	CQ	.	.271
	Altruism	.271	.
N	CQ	125	125
	Altruism	125	125

Source: SPSS data illustration

Pearson Correlations (r) show both direct and reverse proportional associations between OCB’s components and CQ. We presented only the Correlation table for Altruism and CQ (Table. 1), and we revealed the results for the other four correlations, between the other four OCB components as independent variables and CQ as dependent variable. So, Altruism (r=0.084), Courtesy (r=0.056) and Civic Virtue (r=0.036) have a positive influence on CQ level, but the action intensity is weak. Between Consciousness (r= -0.175) and Sportsmanship (r= -0.040) and CQ, the association is revers proportional and is also weak.

H1 hypothesis does not confirm, because only three OCB components – Altruism, Courtesy and Civic Virtue – are in direct proportional association with CQ.

The obtained results are amazingly, but we consider that they may be explicable, by the existence of a high degree of individualism of the surveyed people, individualism which is specific to capitalist countries, especially to those that are influenced by an Anglo-Saxon culture, culture that had a major influence on the way of thinking of the young generation.

H2 Hypothesis: *Organisational Citizenship Behavior components are influence factors for the Cultural Intelligence level.* To validate this hypothesis we made simple linear regressions, having as dependent variable the CQ and as independent variables, OCB’s components – Altruism, Consciousness, Sportsmanship, Courtesy and Civic Virtue.

Table. 2. R, R Square and Adjusted R Square, for the simple linear regression between CQ and Altruism

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.084 <sup>a</sup>	.007	.012	.803	1.965

a. Predictors: (Constant), Altruism

b. Dependent Variable: CQ

Source: SPSS data illustration

Table. 3. Collinearity diagnosis for the simple linear regression, with CQ as a dependent variable and Altruism as an independent variable

Collinearity Diagnostics <sup>a</sup>					
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Altruism
1	1	1.970	1.000	.01	.01
	2	.030	8.158	.99	.99

a. Dependent Variable: CQ

Source: SPSS data illustration

The simple linear regression between CQ and Altruism, gave us the following information. According to *Adjusted R Square* (Table. 2), only 1.2% form CQ is explained by the regression model that we choose. *R* is 0.084 (Table. 2), showing the existence of a weak connection between Altruism and CQ. *R square* (Table. 2), indicates that 0.7% of CQ fluctuation is explained by Altruism, and the square mean deviation, shows that the simple regression model is fit, the value being close to 1. The Altruism contribution to the regressions that it belong to, is 100%. According to the collinearity analysis (Table 3), the regression model don't have multicollinearity, the Condition Index value is 8.158.

Because of the fact that for the rest of OCB components, the analyses, the Normal P-P Plot of Regression Standardized Residual and the Histograms are alike those for Altruism (Fig. 1 and Fig. 2). So, for the association between Consciousness, Sportsmanship, Courtesy and Civic Virtue and CQ, we will further present only the results and their interpretation.

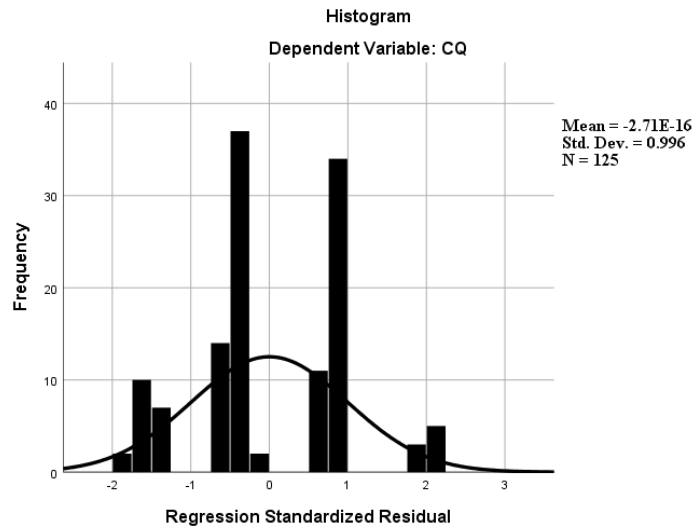


Fig. 1. The Histogram for the simple linear regression between CQ as dependent variable and Altruism as independent variable;  
Source: SPSS data illustration

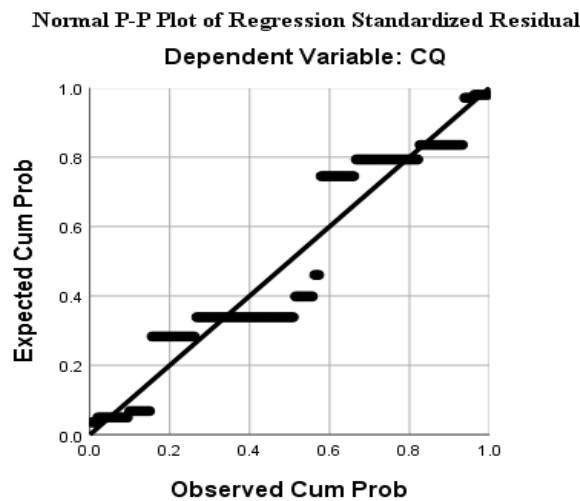


Fig. 2. The Normal P-P Plot of Regression Standardized Residual for the dependent variable CQ and the independent variable Altruism.  
Source: SPSS data illustration

According to *Adjusted R Square*, for each of the four linear simple regressions, percentages of CQ with which the regression models are being explained, are: 1.3% for Conscientiousness, 1.7% for Sportsmanship, 1.6% for Courtesy and 1.8% for Civic Virtue.

For all four simple regressions, in the case of OCB components considered independent variables and in the case of CQ considered dependent variable, *R* has the following values: 0.175 – which indicates a moderate association between Conscientiousness level and CQ level; 0.040 – indicates the existence of a weak association between Sportsmanship level and that of CQ; 0.056, indicates that between the Courtesy level and CQ level, there is also a weak association; 0.036, indicates that between Civic Virtue and CQ levels there is a weak association.

For each simple regression model, *R Square* has the following model concerning the percentage from the CQ deviation which is being explained by the level of each of the four components – 3.1% of CQ deviation is explained by the Conscientiousness level, 0.2% is explained by Sportsmanship level, 0.3% is explained by Courtesy level and 0.1% by the Civic Virtue level. So, each component is a factor of the belonging model.

For all four simple linear regressions, the square mean deviations are closed to 1 (Conscientiousness – 0.79356, Sportsmanship – 0.80541, Courtesy – 0.80478, Civic Virtue – 0.80553), so, all the models may be considered proper.

The four OCB components contribution to the regressions that they belong to, is 100%.

According to the collinearity analysis, the regression models doesn't have multicollinearity, the Condition Index having the following values: Conscientiousness – 9.877, Sportsmanship – 9.485, Courtesy – 8.637, Civic Virtue – 9.591.

The changes that may be given to CQ's level, by each component in part, according to the simple linear regressions, formed by each CCO components with CQ, are as follows:

- If the level of Consciousness increases with 1 unit, CQ level will decrease with 0.216 units. If the level of Consciousness decreases with 1 unit, CQ level will increase with 0.216 units.
- If the level of Sportsmanship increases with 1 unit, CQ level will decrease with 0.044 units, and if Sportsmanship level decreases with 1 unit, CQ level will increase with 0.044 units.
- If the level of Courtesy will increase with 1 unit, CQ level will increase with 0.059 units. If the level of Courtesy will decrease with 1 unit, CQ level will decrease with 0.059 units.
- If the level of Civic Virtue will increase with 1 unit, the level of CQ will increase with 0.045 units, and if the level or Civic Virtue will decrease with 1 unit, the level of CQ will decrease with 0.045 units.

According to the four Histograms, of the four simple linear regressions, the productivities have normal distributions, and the regressions are functioning well on the selected models, and the models are estimating correctly the dependent variables on errors distribution basis, around the first bisector (Fig. 2). Much more, between the data predicted and the data observed, there aren't significant differences.

As a conclusion, according to the simple linear regressions, that we achieved and analysed, we observed that all the model are appropriate, and the analyses achieved on the proposed sample are precise. At the same time, OCB components are influence factor for the CQ evolution, but their influences are weak.

If the level of one of the components Altruism, Courtesy and Civic Virtue modifies, the level of CQ will modify in the same sense. For example, if the level of Altruism will increase with 1 unit, the level of OCB will increase with 0.090 units, and if the level of Altruism will decrease with 1 unit, the level of CQ will decrease with 0.090 units. On the other hand, if the levels of Consciousness or Sportsmanship will increase with one unit, the level of CQ will decrease with 0.044 units for Consciousness and 0.216 for Sportsmanship, and vice versa, if the level of one of the variables Consciousness or Sportsmanship will decrease, the level of CQ will increase.

The analyses of *R*, *R Square* and *Adjusted R Square* values, highlights the fact that the simple regression models that we proposed aren't appropriate if we want to generalize the results for all Master programs in Romania.

H2 hypotheses may be considered valid, but the Organizational Citizenship Behavior components influences over the Intelligence Culture level, is low.

## 5. Conclusions

Our study has partially achieved the goal, highlighting the existence of weak associations between OCB and CQ. Due to this conditions, we may consider that, the Organizational Citizenship Behavior (OCB) can't be a Cultural Intelligence (CQ) predictor.

Even if, the associations that we presented, between the five personality factors and the two concepts, OCB and CQ are extremely powerful, which induced us the idea of a possible association between them, the results obtained, at this level of the research, does confirm these associations, but only a little.

At the same time, it was expected that a high level of OCB may induce a more and more wish to increase the adaptation degree to other cultures, and implicitly, to a high level of Cultural Intelligence, because, OCB components contribute to the achievement of a positive environment at the work place, stimulating the development of strong interpersonal relationships, by helping colleagues, by avoiding to create difficult situations for others, by holding a high degree of tolerance in unfavourable situations, by accepting abiding the laws and the rules that rule the Organisation's activity and by voluntarily involvement in the Organisation's activity/life.

A possible explanation may be constitute of the existence of some major conceptual differences. While OCB is mainly based on relationships particularly based on collectivist cultures, highlighting a strong helping behavior spirit, and collaboration and respect for the colleagues work. CQ is proposing as a goal, the personal capacity development concerning the accommodation into a new cultural environment. Probably, on our sample, the motivational component is the strongest, because personal interest is the main mainspring of the CQ level growth.

This research result, must be interpreted taking into account some limits, which are inherent for this kind of approach. The study is exclusivity based on the subjects oneself assess, concerning OCB and CQ elements into the Organisation, which may induce a degree of subjectivism, influenced by characteristic individualist/collectivist psycho-social features, of the respondents, according to the specific culture of the environment where they developed. Other important limits appear, in our opinion, because of the confined sample. In the future/ In perspective, we wish to extend the researches concerning the Cultural Intelligence, making analyses about the association between CQ and other potential factor of influence, studies that will be achieved on a larger sample of respondents and which will follow also the improvement of the respondents sample, analysed by including foreign students that learn in the Romanian Universities.

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