

THE INFLUENCE OF POWER DISTANCE, CULTURAL VALUES, AND LOCUS OF CONTROL ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN MANUFACTURING COMPANIES

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Abstrak – Penelitian ini bertujuan untuk menguji pengaruh power distance, cultural values, dan locus of control terhadap organizational citizenship behavior (OCB) pada karyawan perusahaan manufaktur. Pendekatan kuantitatif dengan desain survei eksplanatori digunakan dalam penelitian ini. Sampel sebanyak 100 karyawan dipilih melalui teknik simple random sampling dari populasi karyawan perusahaan manufaktur yang berjumlah lebih dari 2000 orang. Analisis data menggunakan regresi linear berganda dengan bantuan SPSS versi 27. Hasil penelitian menunjukkan bahwa power distance berpengaruh negatif dan signifikan terhadap OCB, cultural values berpengaruh positif dan signifikan terhadap OCB, dan locus of control berpengaruh positif dan signifikan terhadap OCB. Secara simultan, ketiga variabel bebas berpengaruh signifikan terhadap OCB. Penelitian ini mengkonfirmasi bahwa cultural values merupakan faktor paling dominan dalam mendorong OCB di kalangan karyawan perusahaan manufaktur.

Kata kunci: *cultural values, locus of control, organizational citizenship behavior, perusahaan manufaktur, power distance*

Abstract – This study aims to examine the effects of power distance, cultural values, and locus of control on organizational citizenship behavior (OCB) among manufacturing company employees. A quantitative approach with an explanatory survey design was employed in this research. A sample of 100 employees was selected using a simple random sampling technique from a total population of over 2,000 manufacturing company employees. Data analysis was conducted using multiple linear regression analysis assisted by SPSS version 27. The results indicate that power distance has a negative and significant effect on OCB, cultural values have a positive and significant effect on OCB, and locus of control has a positive and significant effect on OCB. Simultaneously, all three independent variables significantly affect OCB. This study confirms that cultural values are the most dominant factor in driving OCB among manufacturing company employees.

Keywords: *cultural values, locus of control, manufacturing company, organizational citizenship behavior, power distance*

INTRODUCTION

Manufacturing companies in Indonesia face major challenges in maintaining a competitive advantage amidst increasingly intense global competition (Prapdopo et al., 2023). To

win this competition, mechanisms for creating and protecting core organizational expertise become essential instruments to secure a sustainable advantage (Putra et al., 2014; Darmawan et al., 2026). In addition, human resource management innovation in

the era of globalization also plays a crucial role in boosting corporate competitiveness (Abdullah et al., 2021). Company success is determined not only by technology and capital, but also by the quality of its human resources (Khliebnikova et al., 2025). Employees who are willing to perform extra-role behaviors beyond their formal job descriptions become valuable assets to the organization. This behavior is known as Organizational Citizenship Behavior or OCB, which represents voluntary employee contributions that go beyond their mandatory duties. These voluntary actions have been proven to be closely linked to increased self-efficacy, which collectively leads to the optimization of individual performance (Yusuf & Darmawan, 2024). Research by Organ (1988) shows that OCB has a positive impact on overall organizational efficiency and effectiveness. With various developments in industrial dynamics, OCB is still considered an important determinant in deciding organizational effectiveness (Setiawan et al., 2022). This effectiveness is supported by the distribution of key organizational factors that interact with one another within the work system (Darmawan, 2024). The phenomenon of low OCB is often found in manufacturing companies with rigid hierarchical cultures and strict control systems. Employees tend to work strictly according to procedures without additional initiative due to the fear of breaking rules. This condition harms the company because the potential for collaboration and innovation becomes hindered (Fiordelisi et al., 2019). These operational barriers are transformed through the integration of total quality management and performance management systems to boost production line performance (Putra & Darmawan, 2025). To ensure operational stability, aspects of legal protection for labor in the manufacturing sector must also be taken into consideration (Sovianto et al., 2023).

Therefore, identifying the factors that influence OCB becomes highly crucial to address.

Organizational culture serves as one of the primary determining factors in shaping employee behavior, including their willingness to act beyond formal responsibilities (Ghaleb, 2024). Hofstede (1980) identified power distance as a cultural dimension describing the extent to which members of a society accept power inequality within organizations. Companies with high power distance tend to possess a strong hierarchical structure, where regular employees rarely take initiative without orders from superiors (Ducu, 2022). This condition can hinder the emergence of OCB because employees feel they lack the authority to act voluntarily (Cheng et al., 2025). To break through such hierarchical rigidity, the presence of authentic leadership is highly needed to stimulate a positive work climate while simultaneously fostering employee OCB (Mardikaningsih, Halizah, et al., 2022). Work supervision patterns balanced with clarity in performance appraisal and career development are also effective in narrowing the gap in working relationships (Darmawan, 2014). Conversely, companies with low power distance encourage active participation and openness, allowing OCB to thrive more easily. Several empirical studies show that power distance is negatively related to helping behaviors among coworkers (Arman, 2020; Han, 2025). Employees in environments with a large power distance tend to wait for instructions rather than offering help voluntarily (Kim & Fan, 2018). This passive response of employees is also frequently influenced by their perception of the adequacy of the work climate and the utilization rate of job skills within the organization (Arifin & Mardikaningsih, 2021). Consequently, understanding power distance becomes crucial for the

management of manufacturing companies to design appropriate interventions.

Cultural values also play an important role in shaping employees' orientation toward their work and organization (Grigorescu & Zugravu, 2023). Schwartz (1994) classified cultural values into several dimensions, such as conservation versus affective autonomy and hierarchy versus egalitarianism. Employees who hold high collectivism values tend to care more about the group's well-being and are willing to sacrifice personal interests. This value aligns with the essence of OCB, which prioritizes contribution to the common good (Rhee et al., 2017). Aligning corporate sustainability policies with local cultural values serves as an appropriate strategy to instill this group care (Mardikaningsih & Darmawan, 2023). The integration of environmental values and organizational support can even shape eco-friendly behaviors at the operational level (Mardikaningsih & Darmawan, 2026). Conversely, employees with high individualism values might focus more on personal achievements and be less motivated to perform extra-role behaviors. Manufacturing companies in Southeast Asia, including Indonesia, generally possess cultural values that emphasize social harmony and group loyalty. The potential of these cultural values can be utilized to enhance OCB through appropriate management approaches (Hardiansyah et al., 2025). Adapting values based on this socio-cultural perspective helps organizations face external challenges more solidly (Oluwatoyin & Mardikaningsih, 2022). Previous studies confirm that cultural values have a significant relationship with various forms of prosocial behavior in the workplace (Pingel et al., 2025). A strong value of egalitarianism encourages employees to help each other without awkwardness (Cheng et al., 2025), thereby creating a

positive and collaborative work environment. Consequently, companies need to integrate these cultural values into their management strategies to improve OCB among employees.

Locus of control is a psychological construct that explains an individual's beliefs regarding the causes of events in their life (Stefanie & Francis, 2025). Rotter (1966) differentiated locus of control into internal and external, where internal individuals believe that the outcomes they achieve are determined by their own efforts. Employees with an internal locus of control tend to be more proactive, responsible, and willing to take initiative without waiting for orders (Xu et al., 2020). This proactive tendency is also inherent in the big five personality dimensions, which naturally direct how an employee demonstrates their best work performance (Darmawan, 2017). This characteristic is highly relevant to OCB, which demands independence and voluntariness from every employee. Conversely, employees with an external locus of control tend to be passive and perceive that their destiny is determined by external factors, such as luck or company policies (Mehmet, 2020). This condition can reduce their motivation to contribute beyond the established standards. The low work drive resulting from such external control presents a distinct managerial challenge, particularly when the industry is confronted with regulatory uncertainty that demands tactical agility (Mardikaningsih & Darmawan, 2021). This behavioral innovation barrier can only be resolved if there is tangible leadership support and strong intrinsic work motivation from within the employees (Putra et al., 2025). Numerous studies in the field of organizational behavior have found that an internal locus of control is positively correlated with OCB (Turnipseed & Bacon, 2009). Employees with internal beliefs more

frequently engage in helping behaviors and offer suggestions for improvement (Prianti & Mahdi, 2024). At a macro level, this long-term oriented principle of internal control aligns with the implementation of sustainable supply chain management to enhance operational performance (Barzani et al., 2022). Consequently, companies need to consider locus of control within their recruitment and employee development processes.

The phenomenon of low OCB in companies is often linked to overly strict supervision systems and rigid bureaucratic cultures (Jurek et al., 2021). For instance, employees on production lines are rarely driven to help coworkers experiencing difficulties due to the fear of violating procedures (Patrick, 2025). In fact, such helping actions could prevent workplace accidents and enhance team productivity. This initiative to help peers can actually be fostered through cross-training job designs that strengthen inter-line collaboration (Fared & Darmawan, 2021). Such spontaneous cooperation represents a form of social capital that is crucial for the success of quality systems within production areas (Putra et al., 2021). High power distance makes employees reluctant to voice improvement ideas because they feel unappreciated by management (Wray et al., 2025). Cultural values that overly emphasize uncritical compliance can also hinder the innovation of prosocial behaviors (Bonetto et al., 2022). This rigidity necessitates a situational leadership approach so that employees can become more flexible and bold in taking voluntary actions for the good of the team (Mardikaningsih & Darmawan, 2022). This tendency to act voluntarily can also be enhanced if staff governance within the company is capable of fostering psychological empowerment, which makes employees feel more autonomous in their work (Mardikaningsih & Wardoyo, 2025).

Building an organizational culture that supports a sense of self-capability among employees is also vital for them to confidently display such extra-role behaviors (Hariani, 2021). A dominant external locus of control among contract workers makes them feel that the company does not care about employee well-being. Consequently, OCB dimensions such as time discipline and participation in voluntary corporate activities become remarkably low (Bhattacharya, 2023). This perception of neglected well-being directly impacts employees' reluctance to contribute to the organization (Gautama et al., 2021). When the work climate is perceived as unsupportive and wages are deemed unfair, the drive to engage in OCB vanishes, triggering a high level of employee turnover intention (Mardikaningsih & Hariani, 2020). Management must identify the root causes of these issues to design effective interventions. Strengthening collectivism values and providing internal self-control training serve as strategic initial steps.

Research on the influence of power distance, cultural values, and locus of control on OCB in manufacturing companies remains limited, especially in developing countries like Indonesia. Most previous studies have focused on the service sector or multinational corporations with different organizational cultures. In fact, the characteristics of manufacturing companies which prioritize efficiency, standardization, and workplace safety provide a unique dynamic to employee behavior. Factory employees face high production target pressures, leaving them with limited time to engage in extra-role behaviors (Kwasnitschka et al., 2024). However, it is precisely under these high-pressure conditions that OCBs, such as covering for each other's tasks and encouraging coworkers, become highly valuable. This research gap motivates the

author to examine these three independent variables simultaneously.

The primary objective of this study is to determine the extent to which power distance, cultural values, and locus of control influence the Organizational Citizenship Behavior of employees in manufacturing companies. More specifically, this study examines the partial effect of each independent variable on the dependent variable. The study also tests the simultaneous effect of these three variables to see their combined contribution in explaining the variance in OCB. The results of this study are expected to provide a theoretical understanding of the determinants of OCB from cultural and individual psychological perspectives. Furthermore, the research findings can serve as a practical guide for the management of manufacturing companies in designing human resource policies.

METHOD

This study utilizes a quantitative approach with an explanatory survey design aimed at testing the influence between variables through numerical measurement. This type of research was selected because it is well-suited for testing hypotheses regarding causal relationships between independent and dependent variables (Sekaran & Bougie, 2016). The research population consists of all employees at a manufacturing company in Surabaya, totaling more than 2,000 individuals. A research sample of 100 employees was determined based on Roscoe's (1975) recommendation, which states that sample sizes between 30 and 500 respondents are sufficient for organizational behavior research. The sampling technique used is simple random sampling, in which every member of the population has an equal chance of being selected as a respondent. This technique ensures population representation without

systematic bias (Creswell & Creswell, 2018). The sampling procedure was conducted using employee identification numbers as the sampling frame, which were then randomly selected through a random number generator. Data collection was carried out by distributing printed questionnaires to the 100 selected employees, with a completion time of approximately 15 minutes. The response rate reached 100 percent due to the direct assistance provided by the researcher during the process.

The operational definition of variables is required to transform abstract concepts into measurable indicators. Organizational Citizenship Behavior (Y) is defined as an individual's discretionary behavior that is not directly or explicitly recognized by the formal reward system, but in the aggregate promotes the efficient and effective functioning of the organization (Organ, 1988). The indicators for OCB refer to Organ (1988), which include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Power distance (X_1) is defined as the extent to which less powerful members of organizations accept and expect that power is distributed unequally (Hofstede, 1980). The indicators for power distance are adapted from Hofstede (1980), comprising the acceptance of hierarchy, fear of superiors, centralization of decision-making, and authority gaps. Cultural values (X_2) are defined as the value orientations shared by group members that influence the selection and evaluation of actions (Schwartz, 1994). The indicators for cultural values refer to Schwartz (1994), which encompass conservation, affective autonomy, hierarchy, egalitarianism, and harmony. Locus of control (X_3) is defined as an individual's belief regarding the relationship between their own behavior and its subsequent consequences (Rotter, 1966). The indicators for locus of control

from Rotter (1966) include belief in personal effort, fate control, resilience in failure, and responsibility for outcomes.

The research instrument was constructed in the form of a questionnaire using a 5-point Likert scale, where the number 1 indicates strongly disagree and the number 5 indicates strongly agree. The Likert scale was selected because it is capable of measuring the intensity of respondents' perceptions toward each statement with a good level of precision (Sekaran & Bougie, 2016). The data analysis technique employed is multiple linear regression with the equation $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$, where Y is OCB, X_1 is power distance, X_2 is cultural values, X_3 is locus of control, β_0 is the constant, $\beta_1, \beta_2, \beta_3$ are the regression coefficients, and ε is the error term. Prior to conducting the regression analysis, the data were first tested for normality, multicollinearity, and heteroskedasticity as classical assumptions (Ghozali, 2018). The validity test used the corrected item-total correlation with an r -table value of 0.196 for $N = 100$, while the reliability test used Cronbach's alpha with a minimum threshold of 0.70 (Hair, Black, Babin, & Anderson, 2019). All statistical analyses in this study were performed using SPSS version 27 software.

RESULTS AND DISCUSSION

The research data were collected from 100 manufacturing company employee respondents who were randomly selected. The response rate reached 100 percent due to the direct assistance provided by the researcher during the process. Based on demographic characteristics, the majority of respondents were male, totaling 67 individuals (67 percent), while females accounted for 33 individuals (33 percent). In terms of age, respondents within the age range of 20 to

30 years totaled 28 individuals (28 percent), those aged 31 to 40 years totaled 45 individuals (45 percent), and those over 40 years old totaled 27 individuals (27 percent). Based on education level, respondents with a high school diploma totaled 42 individuals (42 percent), diploma graduates totaled 23 individuals (23 percent), bachelor's degree holders totaled 30 individuals (30 percent), and postgraduate degree holders totaled 5 individuals (5 percent). The tenure of respondents was less than 5 years for 30 individuals (30 percent), 5 to 10 years for 40 individuals (40 percent), and more than 10 years for 30 individuals (30 percent). This respondent profile indicates that the research sample is sufficiently diverse and represents the manufacturing company employee population.

The validity test results show that all statement items have a corrected item-total correlation above 0.196, and are therefore declared valid. The reliability test results indicate that the Cronbach's alpha values for each variable are 0.845 for OCB, 0.812 for power distance, 0.823 for cultural values, and 0.879 for locus of control. All of these values exceed the threshold of 0.70, meaning the instrument is declared reliable. The normality test using the Kolmogorov-Smirnov method yielded a test statistic of 0.082 with a significance value of 0.098. Since this significance value is greater than 0.05, it can be concluded that the residual data are normally distributed. The multicollinearity test shows a Tolerance value of 0.654 for power distance, 0.612 for cultural values, and 0.785 for locus of control. All Tolerance values are greater than 0.10. The VIF values are 1.529 for power distance, 1.634 for cultural values, and 1.273 for locus of control. All VIF values are less than 10, indicating that multicollinearity does not occur among the independent variables. The heteroskedasticity test using

the Glejser test yielded significance values of 0.324 for power distance, 0.187 for cultural values, and 0.412 for locus of control. All significance values are greater than 0.05, meaning that the regression model is free from symptoms of heteroskedasticity.

Table 1. Simultaneous Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	782,345	3	260,782	34,872	0,000
Residual	710,655	96	7,403		
Total	1.493,000	99			

Source: SPSS Output version 27 (processed data, 2026)

Table 1 shows that the calculated F-value is 34.872 with a significance level of 0.000. A significance value less than 0.05 indicates that the regression model is feasible for predicting OCB. In other words, power distance, cultural values, and locus of control simultaneously have a significant effect on Organizational Citizenship Behavior.

Table 2. Coefficient of Determination Test Results (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,724	0,524	0,509	2,721

Source: SPSS Output version 27 (processed data, 2026)

Table 2 shows a multiple correlation coefficient (R) value of 0.724, which means that the relationship between the independent variables and the dependent variable is classified as strong. The R Square value of 0.524 indicates that power distance, cultural values, and locus of control collectively explain 52.4 percent of the variance in Organizational Citizenship Behavior. The remaining 47.6 percent is explained by other variables not examined in this study. The Adjusted R Square value of 0.509 indicates that after adjusting for the number of predictors, the

explanatory power of the model remains at a good level.

Table 3. Hasil Analisis Regresi Linear Berganda (Coefficients)

Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
(Constant)	8,245	2,134		3,864	0,000
Power Distance (X1)	-0,342	0,087	-0,312	-3,931	0,000
Cultural Values (X2)	0,487	0,092	0,438	5,293	0,000
Locus of Control (X3)	0,298	0,079	0,287	3,772	0,000

Source: SPSS Output version 27 (processed data, 2026)

Based on Table 3, the obtained regression equation is

$$Y = 8.245 - 0.342X_1 + 0.487X_2 + 0.298X_3$$

. The constant of 8.245 indicates that when power distance, cultural values, and locus of control are equal to zero, the predicted OCB value is 8.245. The regression coefficient for power distance is negative 0.342, meaning that each one-unit increase in power distance will decrease OCB by 0.342 units, assuming other variables remain constant. The regression coefficient for cultural values is positive 0.487, meaning that each one-unit increase in cultural values will increase OCB by 0.487 units. The regression coefficient for locus of control is positive 0.298, meaning that each one-unit increase in locus of control will increase OCB by 0.298 units. The standardized coefficients values show that cultural values have the largest contribution (Beta = 0.438), followed by power distance (Beta = -0.312), and locus of control (Beta = 0.287).

The t -test results in Table 3 show that power distance has a calculated t -value of -3.931 with a significance of 0.000. The significance value is less than 0.05, and thus H_1 is accepted. This means that power distance has a negative and significant effect on OCB. Cultural values have a

calculated t -value of 5.293 with a significance of 0.000, and thus H_2 is accepted, confirming that cultural values have a positive and significant effect on OCB. Locus of control has a calculated t -value of 3.772 with a significance of 0.000, and thus H_3 is accepted, confirming that locus of control have a positive and significant effect on OCB. The F -test results in Table 1 show a calculated F -value of 34.872 with a significance of 0.000, and thus H_4 is accepted. Accordingly, power distance, cultural values, and locus of control simultaneously have a significant effect on Organizational Citizenship Behavior.

The influence of power distance on OCB was found to be negative and significant. This is in line with previous studies (Durán-Brizuela et al., 2016; Jehanzeb & Mohanty, 2019). This finding confirms Hofstede's (1980) theory that cultures with high power distance create rigid superior-subordinate relationships, thereby making employees reluctant to take initiative. Employees accustomed to strict hierarchies tend to wait for orders before acting, which contradicts the essence of OCB as voluntary behavior (Meilina & Soedjoko, 2019). Previous research by several scholars has also reported that power distance hinders the emergence of civic virtue and altruism in the workplace (Moulton-Tetlock & Arora, 2025). Interactionally fair superior interactions are highly necessary to strengthen the psychological contract that triggers the emergence of this voluntary behavior (Darmawan & Mardikaningsih, 2025). Furthermore, a transparent human resource information system can be utilized by management to support fairness in employee performance appraisals (Mardikaningsih & Darmawan, 2013). The implication of this finding is that the

management of manufacturing companies needs to gradually reduce the power gap through open communication policies. Programs such as anonymous suggestion boxes, cross-level meetings, and reverse mentoring can be implemented to encourage employee participation. Leaders across all lines must be trained to accept feedback from subordinates without feeling threatened. Through an appropriate leadership approach, individual characteristics can be directed to build job satisfaction as well as a strong OCB (Mardikaningsih & Darmawan, 2012). This form of leadership is also crucial in constructing organizational culture through symbols and formal activities in the work environment (Irfan & Sajjapong, 2023). By lowering power distance, companies can create an environment conducive to the natural growth of OCB. Employees who feel their opinions are valued will be more willing to contribute beyond their formal duties.

The influence of cultural values on OCB was found to be positive and significant, yielding the largest regression coefficient among the three variables. This is in line with previous studies (León & Finkelstein, 2011; Ye, 2012; Haybatollahi & Ayim, 2015). This connection between cultural values and work motivation has proven to be a dominant driver of increased OCB among manufacturing employees in urban areas (Darmawan et al., 2025). This finding strengthens Schwartz's (1994) theoretical framework, which states that cultural values such as collectivism and social harmony encourage prosocial behavior. Employees in manufacturing companies who uphold the values of togetherness tend to help each other without expecting direct rewards. Strong egalitarian values make employees feel equal to their coworkers, making it easier to demonstrate sportsmanship and courtesy. This social construction of work-life

balance and organizational norms demands the implementation of value-based management to align existing cultural differences (Eddine & Darmawan, 2022; Hariani & Mardikaningsih, 2021). The internalization of these values contributes directly to improving the quality of work life, which strengthens employee commitment (Eddine et al., 2023). The managerial implication that can be drawn is that companies must reinforce positive values through socialization and role modeling. Programs such as awards for the most helpful employees, team-building activities based on local culture, and success stories about collaboration can enhance the internalization of cultural values that support OCB. The recruitment process should also consider the alignment of job candidates' values with the organizational culture. Companies that successfully integrate positive cultural values into daily practices will see a sustainable increase in OCB.

The influence of locus of control on OCB was found to be positive and significant. This is in line with previous findings (Güçel et al., 2012; Prianti & Mahdi, 2024). Furthermore, this finding supports Rotter's (1966) theory that individuals with an internal locus of control are more proactive in demonstrating positive behaviors. Employees who believe that their efforts determine outcomes tend not to wait for instructions to help coworkers or propose improvement ideas (Xu et al., 2020). This internal belief is directly proportional to human resource quality, job performance, and employee loyalty to the company (Darmawan et al., 2020). Employees with strong self-control also demonstrate an excellent work ethic and interpersonal skills in completing tasks (Mardikaningsih & Sinambela, 2021). They view voluntary behavior as a long-term investment for career advancement rather than an additional burden. Such extra-role

behaviors have been proven to exert a tangible impact on overall organizational performance achievements (Eddine & Darmawan, 2022). This drive to contribute even persists among senior workers who possess sustainable work motivation (Darmawan & Mardikaningsih, 2023). Conversely, employees with an external locus of control will assume that their contributions will not change anything, resulting in low OCB. This low level of OCB due to external control needs to be anticipated through effective welfare assurance programs to retain workers (Oluwatosin et al., 2021). Periodic evaluations through targeted job training are also important to enhance productivity as well as employee job satisfaction (Mardikaningsih & Putra, 2021). The implication for manufacturing companies is that employee development programs need to be designed to strengthen internal beliefs. Training on decision-making, providing real responsibilities, and constructive feedback can shift control orientation from external to internal. A reward system based on actual performance will also reinforce the belief that individual effort yields results. With an employee population dominated by an internal locus of control, OCB will increase naturally without requiring strict supervision.

CONCLUSIONS AND RECOMMENDATIONS

This study successfully demonstrates that power distance has a negative effect on Organizational Citizenship Behavior, whereas cultural values and locus of control have a positive effect on the Organizational Citizenship Behavior of manufacturing company employees. The three independent variables simultaneously contribute 52.4 percent to the variance in OCB, indicating that the regression model used possesses a fairly good predictive capability. These

findings enrich the organizational behavior literature by showing that cultural and psychological factors play an important role in shaping employees' willingness to act beyond their formal responsibilities.

For manufacturing companies, it is recommended to conduct periodic organizational culture audits to identify the levels of power distance and cultural values held by employees. Cultural transformation programs that emphasize egalitarianism and collectivism need to be consistently implemented, including participatory leadership training for managers. The recruitment process should be equipped with locus of control assessments to secure candidates with an internal orientation. For future researchers, it is suggested to expand the scope of research to other industrial sectors and add mediating variables such as job satisfaction or organizational commitment. The use of longitudinal methods could provide a deeper understanding of the dynamics of OCB changes over a certain period of time.

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