

## Organizational Citizenship Behavior among Montfortian Teachers: A Cross National Comparative Study in Asia



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While the link between Organizational Citizenship Behavior (OCB) and organizational variables has been established, national cultures underlying this relationship and its influence remains poorly understood in school organizations. This descriptive-correlational study explored OCB among teachers and tested its relationship with Perceived Organizational Support (POS) and Employee commitment to different cultures in Asia. The sample of the study comprised of 427 teachers from 13 Montfortian schools among the five Asian countries: Philippines, Thailand, Malaysia, Singapore, and India. This study employed ANOVA along with Post Hoc, Correlation, and Regression analysis on the data collected through the survey method. This empirical study found significant differences in OCB among teachers between Malaysia and Singapore. This current study also disclosed the significant relationships between POS and OCB in the Philippines, Singapore, and India. Further, this study revealed that the normative commitment enhanced the relationship between POS and OCB directed toward Individuals (OCB-I). Significantly, the affective commitment had full mediation through POS and OCB directed toward organization (OCB-O) in the Philippines while normative commitment partially mediated through POS and OCB-O in Singapore. Further, organizational Citizenship Behavior (OCB) and organizational variables are important factors to sustainable and regenerative development. The developments of such variables can promote sustainable management and leadership for transformation of organizations.

**Keywords:** *Organizational citizenship behaviors, organizational commitment, perceived organizational support, Montfortian schools, national culture, descriptive correlational study, Asia*