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International HR Management: The Role of OCB Towards International HR Management Competency

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ABSTRACT

This study aims to analyze the role of HR Management and Organizational Citizenship Behavior (OCB) in shaping International Human Resource Management (IHRM) competencies, especially in cultural adaptation, cross-cultural communication, and international collaboration. The research method used is a quantitative approach with data collection through questionnaires distributed to HR professionals in multinational companies. The sample was selected using a purposive sampling technique, focusing on HR managers and HR professionals working in multinational companies that have implemented OCB programs. The collected data were analyzed using multiple linear regression. The results of statistical tests showed that a significant relationship was found between HRM and OCB variables with IHRM competencies. Regression analysis indicated that 13.8% of the variation in IHRM competencies ($R^2 = 0.138$) could be explained by these two independent variables. The regression coefficient for HRM was 0.139 with a p value = 0.041, while for OCB it was 0.231 with a p value = 0.004, indicating a positive and significant contribution of both variables to improving IHRM competencies. The normality test shows that the residuals are normally distributed, and the multicollinearity test shows no significant problems, with a Tolerance value of 0.974 and a VIF of 1.027. The conclusion of this study is that strengthening OCB in HR management strategies is very important for building and developing adaptive IHRM competencies, so that multinational companies can increase their competitiveness in the dynamic global market.

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1. Introduction

In the era of growing globalization, multinational companies face challenges in managing their human resources (HR). Many organizations in various parts of the world are

increasingly participating in increasingly diverse global business activities[1]. Globalization not only brings changes in the way companies operate, but also demands more flexible and adaptive HR management to international dynamics. International HR Management (IHRM) involves the management of HR with diverse cultural backgrounds, languages, and values. The ability to interact across cultures is a key element for successful human resource management at the international level[2]. In this context, International HR Management must be able to face various challenges, ranging from cultural diversity to rapid regulatory changes in various countries. Strong and relevant International HR Management competencies are crucial for multinational companies to remain competitive in the global market. One important aspect of International HR Management competency is the ability to work effectively in cross-cultural teams. Cross-cultural teams bring different perspectives, but these differences can also pose challenges in terms of communication, values, and work norms. In this situation, the competence to understand and appreciate cultural differences becomes very important. Effective cross-cultural communication not only prevents misunderstandings but also strengthens team cohesion and supports better collaboration across the organization. In addition, adapting to rapid changes in the international work environment is also part of the competence required in International HR Management. These changes can include everything from technological developments to changes in regulations and government policies in various countries. Competent HR managers must have the ability to predict and respond quickly to these changes, and ensure that the HR policies and practices implemented are in accordance with the local context and the needs of the company. International HR Management has provided an in-depth understanding of several crucial elements in HR management at the global level. Sanders & De Cieri[3], highlight the variations and similarities in studies on international HRM, while Vrontis et al. [4] provide a summary of the application of technologies such as AI and robotics in HR management.

Organizational Citizenship Behaviour (OCB), or organizational citizenship behaviour, has emerged as one of the important factors that can support the development of International HR Management competencies. OCB refers to employee behaviour that goes beyond their formal duties, such as helping coworkers, showing initiative, and maintaining a positive work environment. Although these behaviours are not directly required by formal job descriptions, OCB has been shown to have a significant impact on the effectiveness and overall performance of an organization. In an international context, OCB plays a crucial role in enhancing cross-cultural collaboration. When employees demonstrate OCB, they are more likely to help coworkers from different cultures, which in turn can improve cultural understanding and strengthen teamwork. OCB also facilitates the transfer of knowledge between individuals and departments, which is especially important in multinational organizations that span multiple countries. Adaptation to new cultures can also be strengthened through OCB. Employees who engage in OCB tend to be more open and willing to learn about different work cultures, and adapt more quickly to local norms and practices. This is especially important for multinational companies that operate in multiple countries with varying work cultures. With OCB, this adaptation process can take place more smoothly, so that employees can more quickly contribute effectively in the new work environment. Research conducted by Supardam, F., et al [5] related to OCB found that, this study provides a clear picture of the significant relationship between Organizational Citizenship Behaviour (OCB) and job satisfaction on employee work results at Juanda Airport. The study found that high levels of OCB, which include voluntary actions and social responsibility outside of primary duties, as well as levels of job satisfaction, have a strong positive impact on employee performance. Employees who actively participate in OCB and are satisfied with their jobs tend to show higher levels of productivity, loyalty to the organization, and additional contributions that enrich the work environment.

Cross-cultural communication, which is often a challenge in an international work environment, can also be improved through OCB. Employees who engage in OCB tend to be more proactive in communicating, both with co-workers from the same and different cultures. This helps reduce misunderstandings and improves the quality of communication, which ultimately strengthens coordination and collaboration across the organization. This study aims to analyze the role of OCB in shaping International HR Management competencies, especially in terms of cultural adaptation, cross-cultural communication, and international collaboration. This study will also explore how OCB can be integrated into HR development strategies to improve the company's global competitiveness, by understanding the role of OCB, multinational companies can be more effective in developing their HR to face the challenges of globalization. Through this study, it is expected that OCB can be identified as a key element in developing International HR Management competencies. Integrating OCB into a company's HR strategy can be a strategic step to improve the overall effectiveness of the organization, as well as ensuring that the company is able to compete and thrive in a dynamic global market. This study is also expected to provide new insights for HR practitioners in managing cross-cultural teams and facilitating cultural adaptation in an international work environment.

2. State of the Art

International HR Management Requires Intercultural Competence to handle cultural diversity in the international work environment. The significance in this study allows individuals and organizations to adapt to various values, norms, and cultures. The study also identified important factors in the development of 3C, such as intercultural experience, knowledge of foreign cultures, communication skills, and adaptability. By understanding and developing 3C, organizations and individuals can more effectively interact and adapt to different cultures, supporting the success of International HR Management[6].

Organizational Citizenship Behavior(OCB) has become one of the key elements that can strengthen competency development in International HR Management. Nurfitriyana, N., & Muafi, M. (2023) in the research conducted found a relationship between organizational commitment, green human resource management, and Organizational Citizenship Behavior (OCB) in the Ministry of Environment and Forestry, found that OCB was not significantly influenced by Green Organizational Culture, Green Transformational Leadership, or Organizational Commitment. Although Job Satisfaction has a significant effect on Organizational Commitment, its effect on OCB is not significant. In the context of International HR Management (IHRM), this finding underscores the challenges in implementing green management practices and organizational policies in an international environment. To improve OCB globally, IHRM needs to consider that the influence of factors such as green organizational culture and transformational leadership may vary across countries and cultures. Therefore, IHRM strategies should further tailor policies and practices to local contexts to improve OCB and support organizational performance at the international level.

Chandra et. al.,[7] in their study on OCB in Company X, which showed gender differences in the dimensions of sportsmanship and civic virtue, are relevant to International HR Management (IHRM) in terms of gender equality, global employee management, and leadership development. These findings emphasize the need for IHRM policies that support inclusion and equitable access to leadership opportunities, as well as effective workload management to enhance OCB across international branches, by implementing strategies that take into account cultural differences and local norms, companies can create a more inclusive and productive work environment globally.

Nikmah, et. al., in their research examines the relationship between job satisfaction, affective commitment, and employee engagement on OCB in the Solo Raya banking industry[8]. The findings show that job satisfaction, affective commitment, and employee engagement all have a significant positive impact on OCB. In the context of International HR Management, these results highlight the importance of investing in practices that enhance employee well-being and support job satisfaction at the global level. International HR Management needs to adopt strategies that ensure employees from different generations feel supported and motivated, by prioritizing job satisfaction, commitment, and engagement. This is important to enhance OCB in an international environment, which in turn supports organizational performance and sustainability across countries.

Eryc, et. al., in his research explains the relationship between servant leadership and OCB mediated by employee resilience, with data collected from 398 employees of state-owned banks in Batam City[9]. The results of the study indicate that employee resilience has a positive and significant influence on the relationship between servant leadership and OCB, although the direct influence of servant leadership on OCB is more dominant. In the context of International HR Management, these findings underline the importance of servant leadership and employee resilience in driving OCB in various international locations. International HR Management needs to strengthen servant leadership and support employee resilience across international branches to improve OCB and organizational performance. In addition, this study shows the need for a broader scope of analysis to understand other factors that influence OCB in a global context.

Alif, in the results of his research showed that work motivation, career development, and work environment affect Organizational Citizenship Behavior (OCB) and job satisfaction in different ways, providing important insights for International HR Management[10]. Work motivation has a positive and significant impact on job satisfaction, which serves as an important mediator in increasing OCB, although motivation itself does not directly have a significant effect on OCB. Career development, although not significantly affecting job satisfaction, contributes positively to OCB, indicating the importance of professional growth opportunities for proactive behavior. A supportive work environment has a positive effect on job satisfaction, which in turn can increase OCB, although its direct effect on OCB is not significant. These findings emphasize that in the context of International HR Management, HR management strategies should focus on improving job satisfaction through motivation, career development, and a good work environment to strengthen OCB and, thus, improve the overall competence of International HR Management.

Pratiwi, et. al., in their research which shows that motivation, communication, and work discipline have a positive and significant effect on employee performance at BPR Sadana has great relevance in the context of International HR Management and Organizational Citizenship Behavior (OCB)[11]. High motivation plays a role in encouraging employees to demonstrate proactive behavior that is essential in OCB, while effective communication and work discipline support consistent and collaborative performance. In International HR Management, these three factors play a key role in managing human resources with diverse cultures, facilitating better understanding and cooperation, and increasing job satisfaction which in turn supports OCB. Therefore, a successful International HR Management strategy must integrate increased motivation, communication, and work discipline to optimize OCB and International HR Management competencies, so that organizations can be more effective in facing global challenges and utilizing the full potential of their human resources.

Gede, in his research shows that the significant influence of transformational leadership, empowerment, and work ethic on job empowerment and employee performance has strong relevance in the context of International HR Management and Organizational Citizenship Behavior (OCB)[12]. Transformational leadership, which encourages positive and

inspiring change, can increase employee motivation and commitment, contributing to higher OCB. Effective empowerment allows employees to have more control over their work, which can increase job satisfaction and performance, and encourage OCB that supports an inclusive global work culture. Strong work ethic strengthens discipline and dedication, which not only improves employee performance but also strengthens OCB behaviors that support organizational goals across cultures. In International HR Management, these factors play a crucial role in creating a work environment that supports OCB. Inspirational leadership can facilitate cultural adaptation and motivate global employees to behave proactively. Effectively implemented empowerment increases employee responsibility and participation, which supports OCB behaviors across international teams. Good work ethics ensure that employees remain disciplined and consistently engaged, strengthening their contribution to OCB and enhancing International HR Management competencies. By integrating the principles of transformational leadership, empowerment, and work ethics into International HR Management strategies, organizations can enhance OCB and, simultaneously, strengthen their ability to manage a diverse global workforce.

Gede, IK, & Piartini, PS in their research showed that leadership and work motivation which are indicators of HR Management have a positive and significant effect on employee performance and that work motivation moderates the effect of leadership on employee performance, has a relevant relationship with International HR Management and Organizational Citizenship Behavior (OCB)[13]. In the context of International HR Management, effective leadership is the key to creating a work environment that supports OCB. Leadership that has a positive and significant effect on employee performance shows that competent leaders and provide clear direction can motivate employees to behave proactively and support the overall goals of the organization. High work motivation also contributes to employee performance, which has implications for increasing OCB. In International HR Management, motivating employees through positive attitudes, responsibility, and effective task completion is essential to strengthening OCB, which in turn supports management competence at the global level. Work motivation that moderates the effect of leadership on employee performance shows that to maximize the positive effects of leadership, additional efforts are needed to motivate employees. In International HR Management, an effective strategy must include a motivational approach that is in accordance with the culture and needs of HR. This includes creating an inclusive and supportive work environment, where employees feel valued and motivated to demonstrate OCB behaviors that support the success of the global organization. Overall, these findings emphasize the importance of integration between effective leadership and HRM strategies in enhancing International HR Management competencies.

Cahyadi, et. al., in the study found that motivation as an indicator of HR Management and organizational culture positively and significantly affect employee performance, and that both have a significant effect simultaneously on performance, relevant to International HR Management and Organizational Citizenship Behavior (OCB)[14]. In the context of International HR Management, high motivation and a supportive organizational culture are essential to improving HR performance. Positive motivation helps employees feel more excited and involved in their work, which encourages them to demonstrate OCB, such as additional initiatives and cooperation that support global organizational goals. A strong organizational culture, which supports positive values and norms, reinforces OCB behavior by creating an inclusive and collaborative work environment across existing HR. When motivation and organizational culture are well integrated, they create a strong foundation for high performance and OCB behavior in the global market. This allows companies to manage their international workforce more effectively and achieve their strategic goals. In International HR Management, ensuring that incentives are in line with employee achievement and supporting a culture that supports employee performance and engagement

are important steps to maintain high OCB and strengthen International HR Management competencies. Therefore, these findings emphasize the importance of implementing effective motivational strategies and developing a strong organizational culture as part of an International HR Management approach to enhance OCB and, ultimately, achieve better performance and HR management competencies at the global level.

Gede, IK, in his research found that Asta Brata Leadership, which is rooted in Hindu spiritual and cultural values, shows how leadership oriented towards service, sincerity, and collective welfare can significantly increase community participation in the development of Antiga Village[15]. This illustrates that strong leadership oriented towards noble values is able to motivate individuals to contribute actively and voluntarily, beyond what is expected of them. In the context of international HR management, a similar principle applies where effective leadership plays a crucial role in encouraging OCB among employees. OCB, which involves proactive actions, cooperation, and commitment that goes beyond formal job descriptions, is an important element in improving HR management competency, especially in an increasingly complex and global business environment, thus, leaders who are able to integrate local cultural values such as Asta Brata with global management strategies can create HR that is more solid, adaptive, and able to compete in the international market. In addition, as in the case of Antiga Village where Asta Brata leadership explains most of the variability in community participation, in international HR management, effective leadership is also a major driver of organizational success. However, it is important to remember that other factors such as technology, global market dynamics, and corporate policies also play a role in shaping international HR competencies. Integrating a leadership approach based on local cultural values and traditions into a global management strategy not only strengthens the effectiveness of the organization but also builds a stronger foundation to face the challenges that come from cultural diversity and rapid market changes.

3. Method

The research method used for this journal is a quantitative approach. Quantitative research methods are methods used to assess the relationship between variables using statistical analysis techniques. In this study, researchers used a quantitative approach to measure and analyze relevant variables through systematic and structured data collection, such as questionnaires and surveys. Quantitative data analysis techniques, such as multiple linear regression, are used to determine the extent to which independent variables can affect dependent variables[16]. Data will be collected through questionnaires distributed to HR professionals in multinational companies, which are the population in this study, to measure their perceptions of the role of Organizational Citizenship Behavior (OCB) in improving competency *International HR Management*. This research method uses random sampling technique for sampling. In this approach, each member of the population has an equal chance of being selected as part of the sample. This ensures that the resulting sample is representative of the population, so that the results of the study can be generalized. Since the population studied is unlimited, the number of samples taken will be determined based on a sufficient sample size to achieve the desired level of confidence and margin of error, in accordance with applicable statistical principles. The sample will be selected using purposive sampling, focusing on HR managers and HR professionals working in multinational companies that have implemented OCB programs. In addition, in-depth interviews will be conducted with HR managers to gain a deeper understanding of the implementation of OCB and its impact on these competencies. Data analysis was carried out using multiple linear regression statistical techniques.

4. Results and Discussion

In an increasingly global business environment, International HR Management has become a critical component of organizational success. IHRM involves managing a workforce that is spread across multiple countries, with differences in culture, laws, and work practices. International HR Management competencies are essential to address these challenges and ensure that a global workforce is managed effectively. One of the key factors influencing this competency is Organizational Citizenship Behavior (OCB), which is employee behavior that goes beyond their formal duties and contributes positively to the work environment. OCB is often influenced by factors such as motivation and work discipline. Motivation, as an internal drive that influences employee performance, plays a significant role in determining the extent to which employees are committed to their tasks and participate in OCB. Work discipline, on the other hand, reflects consistency and persistence in carrying out work tasks, which can also enhance OCB. These two factors are considered important foundations for competency development International HR Management.

Table 1. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.07364959
Most Extreme Differences	Absolute	.105
	Positive	.105
	Negative	-.075
Test Statistics		.105
Asymp. Sig. (2-tailed)		.089 ^c

Source : data processing, 2024

Table 2. Coefficients^a Dependent Variable: Competence

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	24,249	4.913		4.936	.000		
HRM	.139	.067	.197	2,068	.041	.974	1,027
OCB	.231	.077	.285	2,984	.004	.974	1,027

Source : data processing, 2024

Table 3. Coefficients^a Dependent Variable: Abs_RES

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.484	2,439		2.248	.027
HRM	.004	.033	.011	.107	.915
OCB	-.041	.038	-.109	-1,070	.287

Source : data processing, 2024

Table 4. Variables Entered/Removed

Mode	Variables Entered	Variables Removed	Method
1	OCB, HRMb	.	Enter

Source : data processing, 2024

Table 5. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.372a	.138	.121	4.11543

Source : data processing, 2024

Table 6. Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	263,973	2	131,986	7,793	.001b
Residual	1642.867	97	16,937		
Total	1906.840	99			

Source : data processing, 2024

Table 7. Coefficients^a Dependent Variable: Competence

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	24,249	4.913		4.936	.000
HRM	.139	.067	.197	2,068	.041
OCB	.231	.077	.285	2,984	.004

Source : data processing, 2024

The results of the statistical test indicate that there is a significant relationship between HRM and OCB with Competence. Regression analysis indicates that 13.8% of the variation in Competence (R Square = 0.138) can be explained by these two independent variables, with HRM and OCB each contributing positively to Competence. The regression coefficient for HRM is 0.139 ($p = 0.041$), and for OCB is 0.231 ($p = 0.004$). The normality test through the One-Sample Kolmogorov-Smirnov Test produces an Asymp. Sig. value of 0.089, indicating that the residuals are normally distributed. This is important to ensure that the basic assumptions of linear regression are met. In addition, the multicollinearity test shows that there are no significant problems with a Tolerance value of 0.974 and

a VIF of 1.027 for both variables, indicating sufficient independence among the independent variables in the model.

This study aims to explore the relationship between Human Resource Management (HRM) and Organizational Citizenship Behavior (OCB) on competency in international human resource management (HRM). The results of statistical tests provide several key findings that can provide in-depth insights into international HRM management practices. In the context of globalization and a dynamic international business environment, HRM management competency is key to managing workforce diversity, utilizing global talents, and ensuring the success of international operations. The results of the regression analysis indicate that there is a significant relationship between HRM and OCB with international HRM competency. Statistically, the R Square value of 0.138 indicates that HRM and OCB collectively explain 13.8% of the variation in international HRM competency. Although this percentage is not too large, it is quite significant, considering the complexity of the factors that influence competency in an international context. HRM is one of the core elements in workforce management in multinational organizations. The regression coefficient of 0.139 with a p value of 0.041 indicates that HRM has a positive and significant influence on international HRM competency. This indicates that effective HRM practices, such as proper recruitment and selection, continuous training and development, and fair performance management, contribute directly to improving the competence of managers and employees in managing HR in an international environment. For example, a well-designed cross-cultural training program can improve employees' understanding of cultural differences and work ethics in different countries, which in turn improves the effectiveness of HR management in international locations. In addition, HRM that focuses on global talent development can create leaders who are competent in managing diverse and geographically dispersed teams.

Organizational Citizenship Behavior(OCB) plays an important role in enhancing international HR competency, as indicated by the regression coefficient of 0.231 with a p-value of 0.004. OCB reflects employees' voluntary behavior that goes beyond their formal duties and makes a positive contribution to the work environment. In the context of international HR management, OCB can manifest in the form of employee initiatives to help coworkers from different cultural backgrounds, share knowledge, and adapt to rapid changes in the international work environment. These behaviors can improve coordination and cooperation in global teams, which are critical to the success of international projects. For example, employees who are proactive in understanding and integrating different cultural values into daily practices can be effective change agents in global organizations. Thus, OCB not only supports the achievement of organizational goals but also enriches individual competency in international HR management. The normality test of residuals through the One-Sample Kolmogorov-Smirnov Test provides an Asymp. Sig. value of 0.089, indicating that the residual distribution is close to normality.

This is important because it ensures that the regression results can be interpreted accurately. Although this value is slightly above the significance threshold of 0.05, there is no strong reason to reject the assumption of normality, which means that the regression model used is appropriate to test the relationship between variables. In addition, the multicollinearity test shows that there is no significant problem between the independent variables HRM and OCB, with a Tolerance value of 0.974 and a VIF of 1.027. This indicates that the two variables are quite independent of each other, ensuring that the results of the regression analysis are not biased due to high collinearity. Thus, the estimation of the regression coefficient can be considered valid and reliable to make conclusions about the relationship between the variables studied. The findings of this study have important implications for multinational companies operating in multiple countries with diverse workforces. Well-designed and consistently implemented HRM practices can improve the competence of managers and employees in facing global challenges. Furthermore, encouraging OCB among employees can create a more collaborative and adaptive work environment, which is especially important in an international

context. Companies looking to improve their HR competencies in the global marketplace should consider integrating HRM strategies with programs that encourage OCB. For example, creating an organizational culture that values cross-cultural initiative and collaboration can help companies adapt more quickly to international market dynamics and improve their competitiveness.

5. Conclusions

This study highlights the important role of Human Resource Management (HRM) and Organizational Citizenship Behavior (OCB) in building international human resource management (HRM) competency. Through the regression analysis conducted, it was found that HRM and OCB significantly contribute to the improvement of international HRM competency, with HRM playing a role in providing a formal framework and strategy that supports employee development, while OCB strengthens collaborative and proactive work dynamics within the organization. Specifically, the regression coefficients indicate that both HRM and OCB have a positive influence on international HRM competency, with OCB showing a stronger contribution. This indicates that in a complex and challenging global business environment, good organizational citizenship behavior, such as employee initiative, willingness to help, and high commitment to the organization, are key to optimizing managerial and operational capabilities. The residual normality analysis showed that the basic assumptions of the linear regression model were met, which added validity to the findings of this study. The absence of multicollinearity problems between HRM and OCB further strengthens that these two variables independently contribute significantly to international HR competency. Thus, this study concludes that effective HR management strategies and strengthening organizational culture that supports OCB are crucial steps for multinational companies in building and developing strong and adaptive HR management competencies. In the era of globalization, where cultural diversity and global market dynamics are determining factors for success, the ability of companies to manage HR effectively through HRM and OCB will be a significant competitive advantage.

Future research can also adopt a contextual approach by examining the role of HRM and OCB in different cultural and industrial contexts. Comparative studies across countries or regions can provide a more comprehensive understanding of how cultural differences, labor regulations, and market dynamics affect the effectiveness of HRM and OCB in enhancing international HR management competencies. Future research can also explore the impact of the external environment, such as government policies, global economic conditions, and social trends, on the effectiveness of HRM and OCB in enhancing international HR management competencies. Understanding how these external factors affect internal relationships within an organization will help companies better adjust their strategies. With the above recommendations, it is hoped that future research can provide a broader and deeper understanding of the factors that influence international HR management competencies. Given the importance of HR competencies in facing global challenges, further exploration in this area will be invaluable to multinational companies seeking to maintain their competitiveness in the global marketplace.

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