



*Understanding, Explaining  
and Correctly Measuring  
Citizenship Behavior*

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Luis Ortiz, Ph.D.

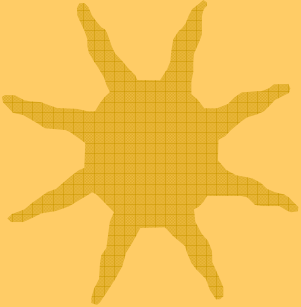
New Mexico Highlands University

Academy of Management – Organizational Behavior Division

2007 - Philadelphia, PA Conference

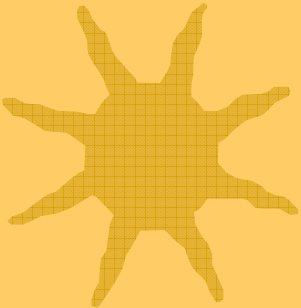


# Agenda



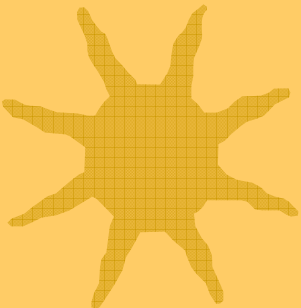
## ★ Introduction

- Research problem
- Importance
- Purpose of the study



## ★ Literature Review

- Domestic development of OCB
- Employee conceptual framework
- Cross-cultural and methodological developments
- International research and maquiladora environment



## ★ Methods

- Access to the maquilas and sample
- Study one
- Study two

## ★ Results

- Round one
  - 1,712 citizenship behaviors
  - 100-MOCB questionnaire
- Round two
  - 42-MOCB questionnaire
- Round three
  - 28-MOCB questionnaire

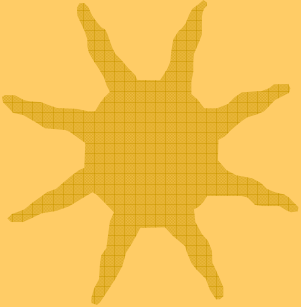
## ★ Conclusion

- Etic/emic MOCB explained
- Limitations
- Future research
- Implications of findings



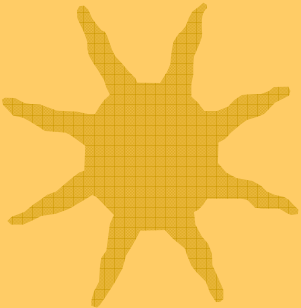
# *Introduction*

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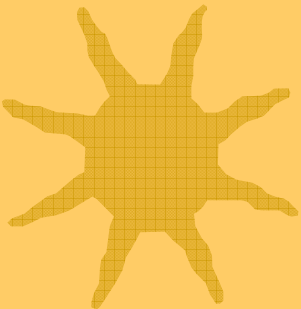
## ★ Research problem

– “I feel that I will never be as successful as I want to be here in Mexico because I do not understand how to get my subordinates to go beyond their specific tasks”



– Little, if any, OCB research in Mexico

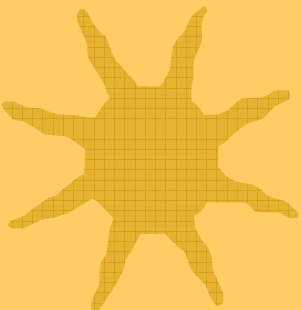
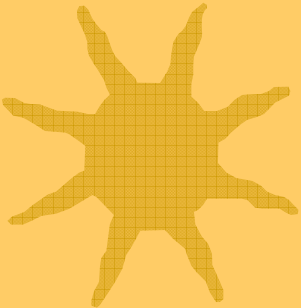
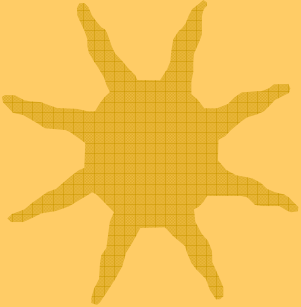
- scale development or simple translation





# *Introduction*

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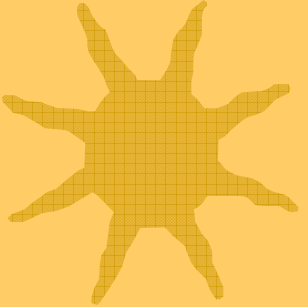
## ★ Importance of the study

- Cross-cultural research is expanding
  - psychology
  - management
  - marketing
  - communication
  
- Continuous debate on etic/emic dilemma
  
- OCB
  - discretionary in nature
  - not part of the formal reward system
  - in the aggregate, promote the organization's effective functioning

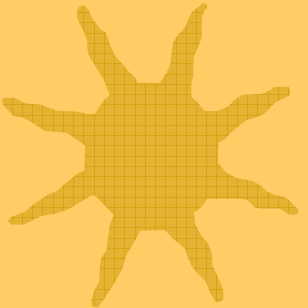


# *Introduction*

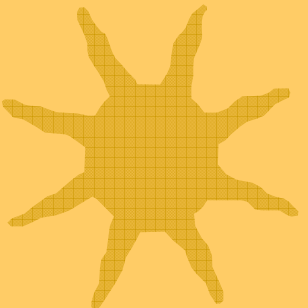
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## ★ Purpose of the study



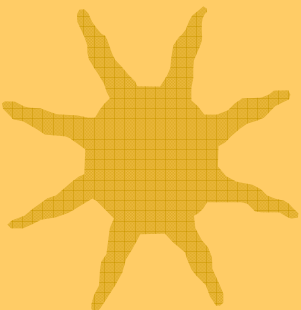
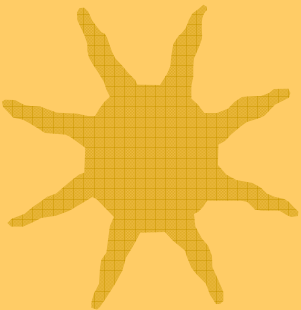
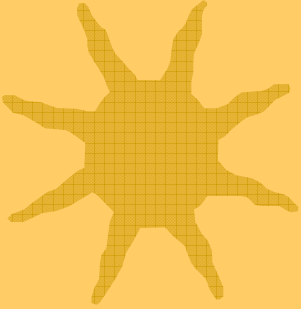
“to develop a functionally equivalent scale of Mexican administrative professionals’ organizational citizenship behavior in a maquiladora environment”





# *Literature Review*

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## ★ Background

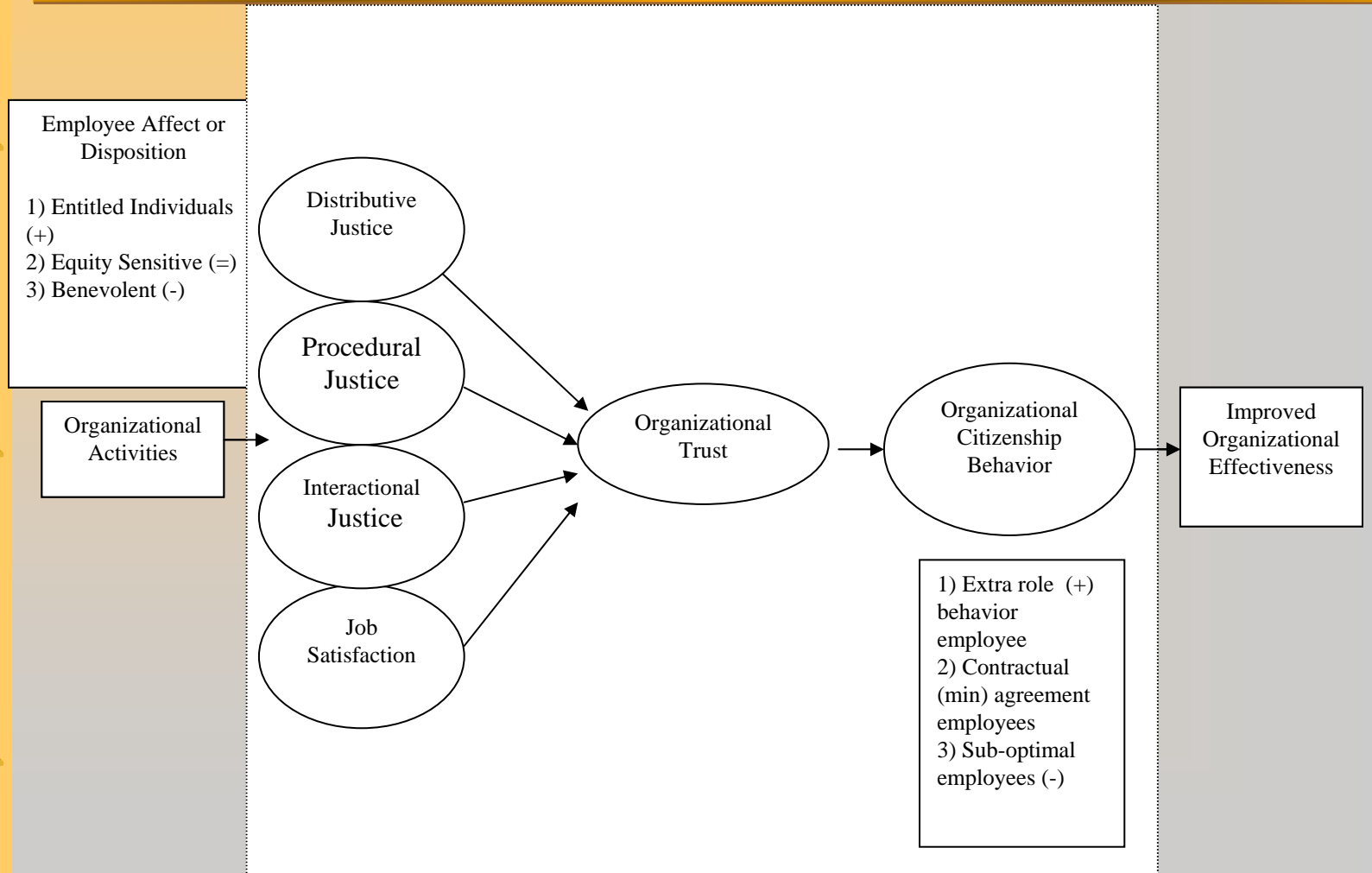
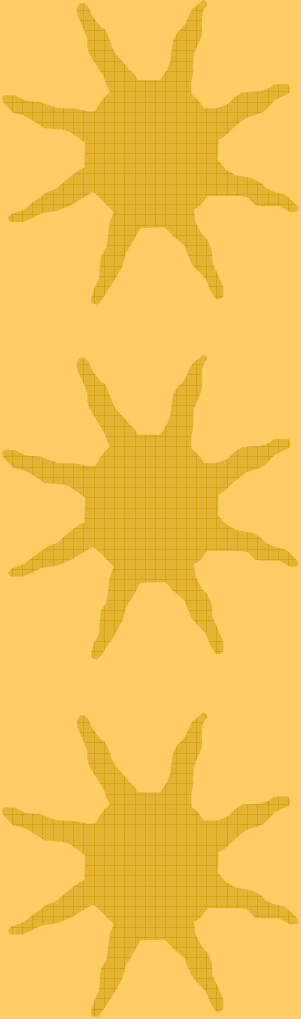
- Domestic development of OCB
- “gift exchange” Akerlof, 1986
- “Do employees ever make efforts on behalf of their employing organization’s interests or fellow employees’ interests even when it is not in their direct self-interest to do so?” Tomer, 1998

## ★ Five U.S. dimensions to the OCB construct

- altruism, civic virtue, conscientiousness, sportsmanship, and courtesy



# Employee's conceptual framework





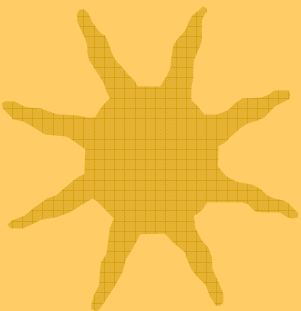
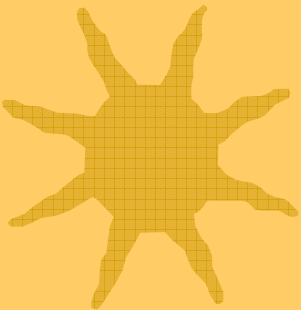
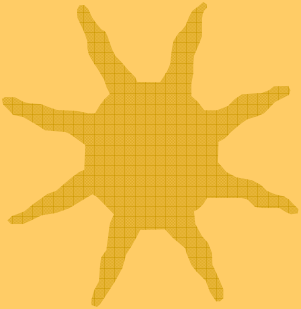
# *Literature Review*

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## ★ Cross-cultural and methodological developments

“A researcher seeking to make meaningful comparisons may enter a society armed with an instrument that is inappropriate for application in that society.”

– Segall, Desen, Berry, & Poortinga, 1999







# Operationalizing the etic/emic distinction

## Steps in operationalizing emic and etic

Step Research Activity

Culture A (own)

Culture B (other)

1. Begin research in one's own culture

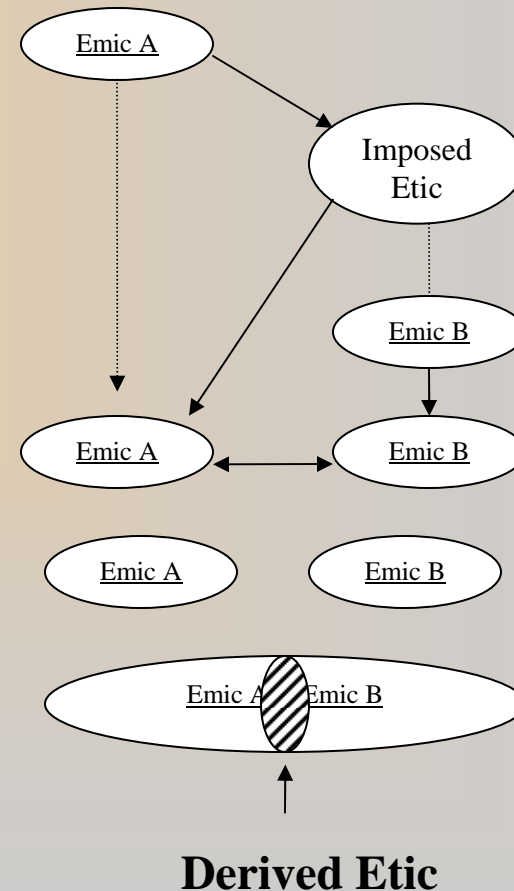
2. Transport to other culture

3. Discover other culture

4. Compare two cultures

5. Direct comparison not possible

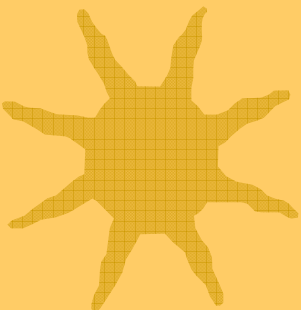
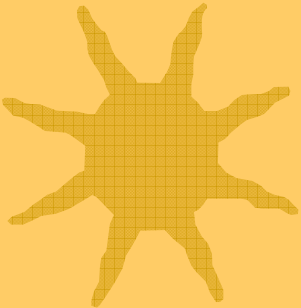
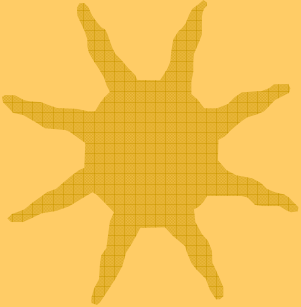
6. Direct and indirect comparison possible





# *Literature Review*

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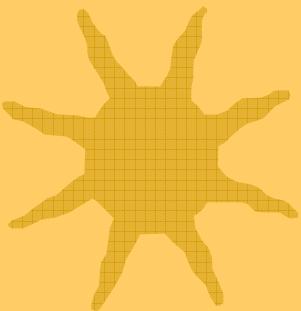
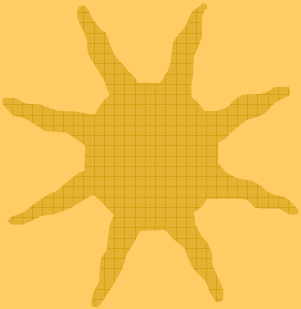
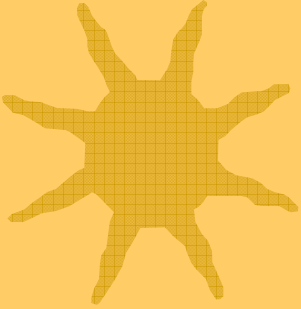


- ★ International research and maquilas
  - Only a OCB few studies
  - Low pay environment???
  - Yet, Mexicans still engage in MOCB



## *Methods*

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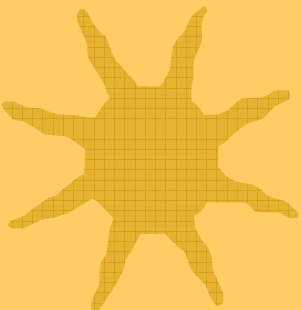
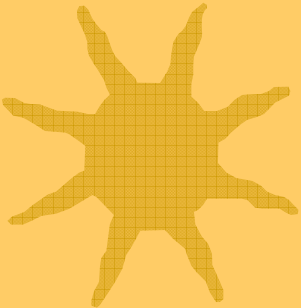
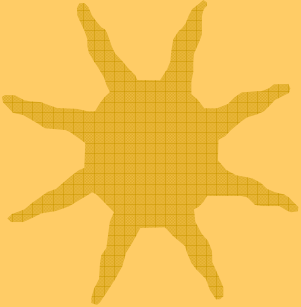
### ★ Access to maquilas and subjects

- over 3,000 maquilas (200+ in Reynosa)
- over 14 different countries
- networking
- study one
- study two
  - sample unit – administrative professionals
  - population frame – Maquiladora Association of Reynosa, Tamaulipas, Mexico
  - design – field/survey research



# *Methods*

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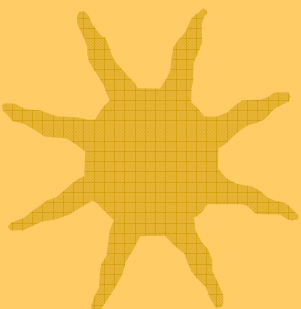
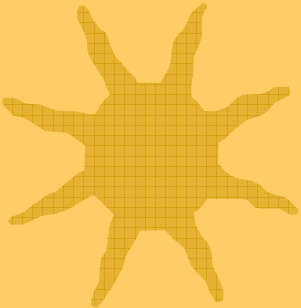
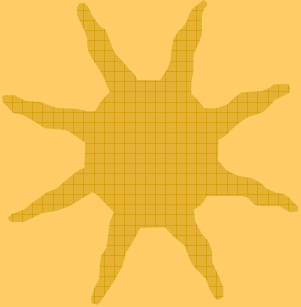
## ★ Study one

- determining the need for an MOCB scale
- understanding the working of the etic/emic distinction
- simple translating and back-translating
  - altruism .72
  - civic virtue .80
  - sportsmanship .46
  - conscientiousness .15
  - courtesy .56
  - interpersonal harmony .36
  - protecting company resources .56



# *Methods*

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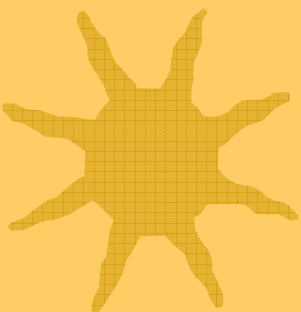
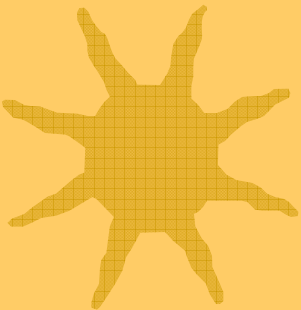
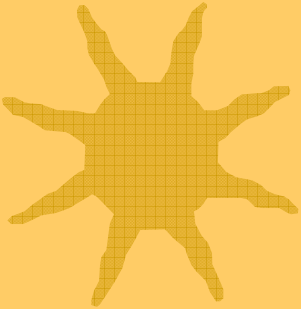


## ★ Main Study

- developing MOCB scale
- Churchill, 1979 – eight steps
  - define domain
  - generate sample items
  - preliminary scale and collect data
  - purify the measure
  - re-collect data from a new sample
  - assess the scale's reliability
  - assess validity\*
  - develop norms\*

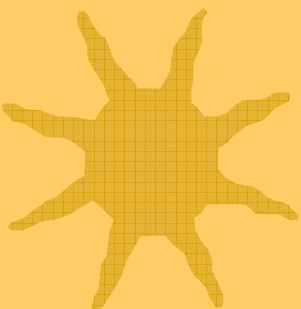
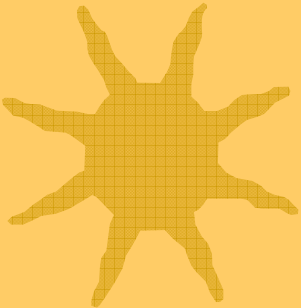
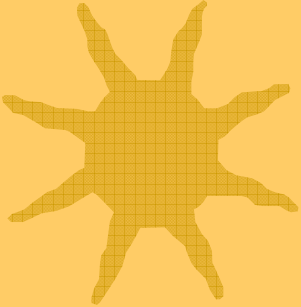


# Scale development



Define the construct	Specify domain	Literature search Focus groups Critical incidents
1,712 from employees	Generate items	
738 useable questionnaires	Collect data	Factor analysis
444 useable questionnaires	Purify measure	
	Re-Collect data	Factor analysis Cronbach's alpha
	Assess reliability	

Churchill, 1979



## ***Specify the domain***

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- ★ MOCB is “behavior that is under the complete control of the employee, not directly recognized by the formal reward system in the Mexican organization, and that in the aggregate, promotes the effective functioning of the Mexican organization.”
  - 1) behaviors that employees willingly give or withhold from an organization
  - 2) that in regards to rewarding behavior, an organization oftentimes cannot offer any explicit recognition
  - 3) the displaying of citizenship behavior by organizational employees promotes a more effective organization



# Results

## ★ Round one – generating items

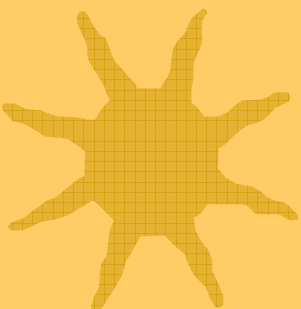
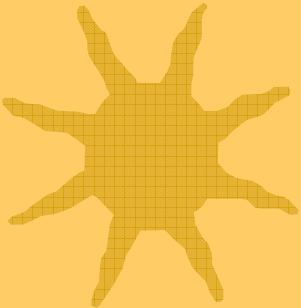
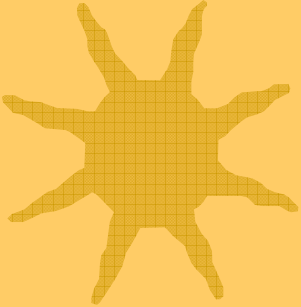
Organization's Name	Items Generated	Number of Employees	Average Per Employee
Bissell	95	11	8.6
CPM	205	22	9.3
TRW Electronic	94	12	7.8
Delphi	177	28	6.3
Vtech (Lucent)	104	17	7.4
BBB	105	9	11.7
Invacare	144	13	10.8
Eaton	90	9	10
Siemens	66	8	8.3
Hoffman	80	9	9
TRW (VSSI) DN	116	12	9.6
TRW (VSSI) Reynosa	50	7	7.1
Whirlpool	157	15	10.5
AMMEX	84	7	12.0
Seagate	145	17	8.5
(N = 15)			
Current Totals	1,712	196	8.73





# Results

★ 196 administrative professionals



## Demographics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	162	18	56	28.62	5.91
Income	144	965	45000	9969.90	7397.99
Valid N (listwise)	124				

## Gender

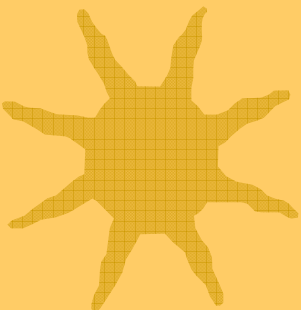
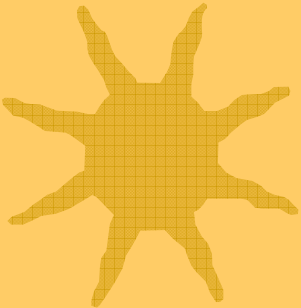
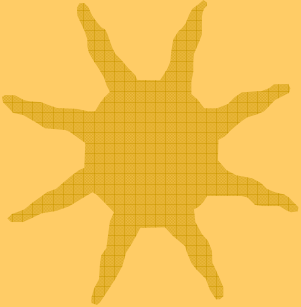
	Frequency	Percent
Valid male	119	60.7
female	77	39.3
Total	196	100.0

## Marital status

	Frequency	Percent
Valid single	93	47.4
married	92	46.9
divorce	3	1.5
Total	188	95.9
missing data	8	4.1
Total	196	100.0



# Results



## Educational level

	Frequency	Percent
Valid		
middle school	4	2.0
high school	18	9.2
university incomplete	2	1.0
university	129	65.8
masters incomplete	3	1.5
masters	3	1.5
vo-tech	11	5.6
Total	170	86.7
missing data	26	13.3
Total	196	100.0

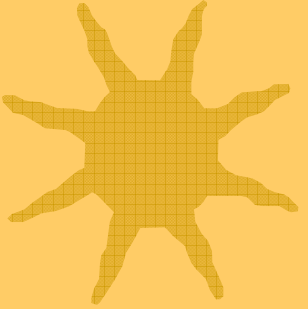
## Types of positions

	Frequency	Percent
Valid		
accounting	7	3.6
admin assistant	12	6.1
coordinator	5	2.6
engineering	31	15.8
finance	8	4.1
human resources	42	21.4
import export	8	4.1
info. systems	7	3.6
maintenance	6	3.1
materials	21	10.7
medical	4	2.0
production	18	9.2
quality	22	11.2
supervisor	5	2.6
Total	196	100.0



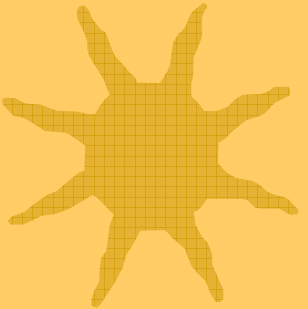
## *Results*

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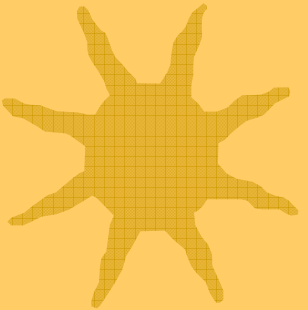


### ★ Structured and unstructured Q-sort

- weighted note cards



- six different sorts



- results produced 100-question survey



# Results

## ★ Round two – data collection

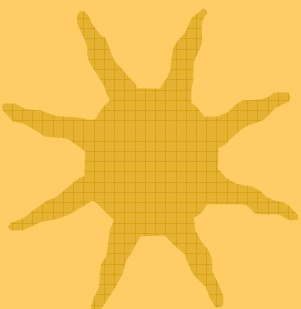
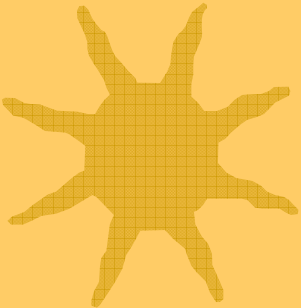
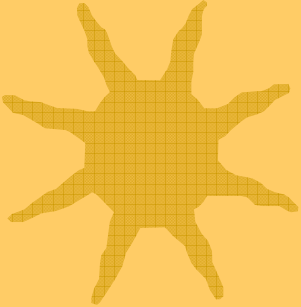
- 281 administrative professionals
- 49 organizations
- collecting data using 100-MOCB survey
- 738 useable evaluations

**Descriptive Statistics**

	Minimum	Maximum	Mean	Std. Deviation
Age	18	51	28.61	5.46
Tenure	2	312	47.35	48.61
Total Experience	6	336	84.01	63.80
Income	\$1,200	\$45,000	\$9,307.08	\$5,247.80
	N = 281			



# Results



## Gender

		Frequency	Percent
Valid	Male	131	46.6
	Female	150	53.4
	Total	281	100.0

## Marital status

		Frequency	Percent
Valid	single	133	47.3
	married	130	46.3
	widow	2	.7
	divorced	7	2.5
	separated	7	2.5
	Total	279	99.3
	missing data	2	.7
Total		281	100.0

## Educational level

		Frequency	Percent
Valid	elementary	2	.7
	middle school	15	5.3
	high school	28	10.0
	university incomplete	22	7.8
	university	187	66.5
	masters incomplete	17	6.0
	masters	7	2.5
	vo-tech (other)	3	1.1
	Total	281	100.0



# Results

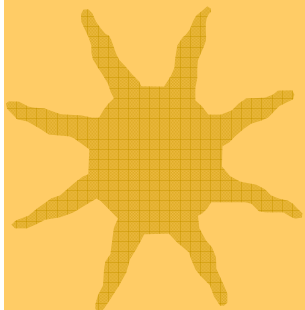
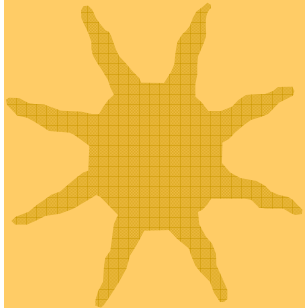
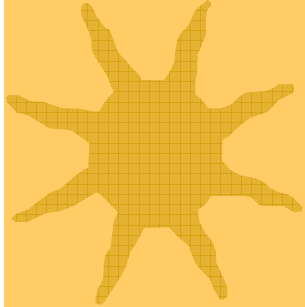
## Organizational departments

	Frequency	Percent
Valid Quality	3	1.1
Accounting	2	.7
Administracion	6	2.1
Drilling Integrated	1	.4
Engineering	40	14.2
Finance	18	6.4
Human Resources	74	26.3
Import/Export	7	2.5
Info. Systems	10	3.6
Inventory Control	1	.4
ISO 9000	1	.4
Maintenance	5	1.8
Manufacturing	14	5.0
Materials	7	2.5
Payroll	2	.7
Planning	1	.4
Procesos	5	1.8
Production	37	13.2
Purchasing	8	2.8
Quality	23	8.2
R & D	1	.4
Sales	2	.7
Security	1	.4
Services	4	1.4
Sterling	2	.7
Testing	3	1.1
Warehouse	3	1.1
Total	281	100.0



# Results

## Organizational positions



	Frequency	Percent
Valid Accountant	5	1.8
Admin. asst. (higher level)	19	6.8
Administrative asst.	2	.7
Asst. of MIS	5	1.8
Auditor	1	.4
Buyer	4	1.4
Communication asst.	1	.4
Controller	1	.4
Coordinator	39	13.9
Data collector	1	.4
Engineer	45	16.0
Facilitator	3	1.1
Finance asst.	6	2.1
General supervisor	1	.4
HR asst.	10	3.6
Information analyst	1	.4
Inventory	1	.4
Head of department	1	.4
Logistics	1	.4
Manager	14	5.0
Programmer	1	.4
Publications	2	.7
Quality asst.	8	2.8
Recruiter	3	1.1
Security chief	1	.4
Sr. Buyer	1	.4
Sr. Engineer	5	1.8
Sr. Quality	1	.4
Supervisor	85	30.2
Trainer	13	4.6
Total	281	100.0



# Results

## ★ Factor analysis – purifying the measure

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Bartlett's Test of Sphericity	Approx. Chi-Square	12920.822
	df	861
	Sig.	.000

### Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	5.788	13.780	13.780
2	4.155	9.893	23.673
3	3.731	8.884	32.557
4	3.657	8.706	41.263
5	3.587	8.541	49.804
6	3.575	8.513	58.316
7	3.573	8.507	66.823

Extraction Method: Principal Component Analysis.





# Results

## ★ Round three – re-collection of new data

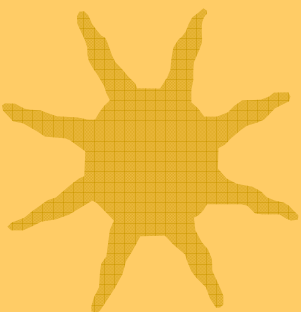
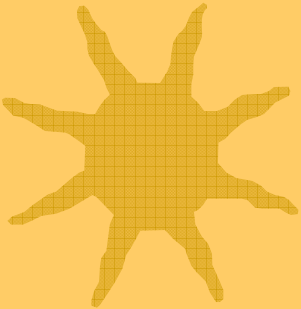
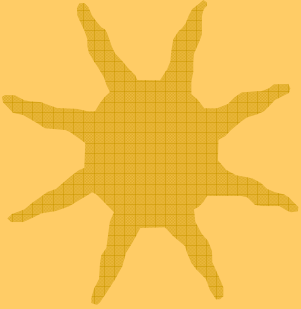
- 155 administrative professionals
- 42 organizations
- collecting data using 42-MOCB survey
- 444 useable evaluations

### Demographics

	Minimum	Maximum	Mean	Std. Deviation
age	17	58	28.75	6.61
tenure	2	240	41.40	45.91
total experience	3	432	94.03	74.69
income	\$1,800	\$22,500	\$9,364.40	\$5,866.52
	n=155			



# Results



### Gender

	Frequency	Percent
Valid female	63	40.6
male	92	59.4
Total	155	100.0

### Marital status

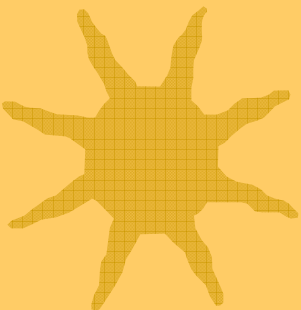
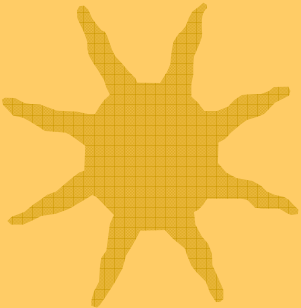
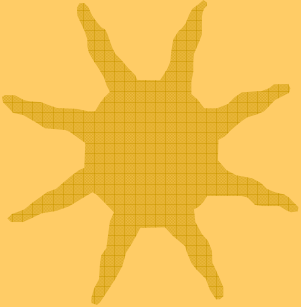
	Frequency	Percent
Valid single	64	41.3
married	86	55.5
divorced	5	3.2
Total	155	100.0

### Educational level

	Frequency	Percent
Valid middle school	1	.6
high school	14	9.0
university incomplete	27	17.4
university	89	57.4
masters incomplete	8	5.2
masters	3	1.9
vo-tech (other)	10	6.5
Total	152	98.1
missing data	3	1.9
Total	155	100.0



# Results



## Organizational positions

		Frequency	Percent
Valid	Accounting	10	6.5
	Admin. professional	34	21.9
	Coordinator	10	6.5
	Engineering	22	14.2
	Human resources	17	11.0
	Information systems	3	1.9
	Management	14	9.0
	Materials	2	1.3
	Production	4	2.6
	Quality	9	5.8
	Supervisor	30	19.4
	Total	155	100.0



# Results

## ★ Factor analysis – assessing reliability

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.909
Bartlett's Test of Sphericity	Approx. Chi-Square	7354.213
	df	861
	Sig.	.000

### Total Variance Explained

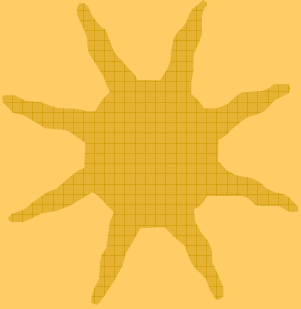
Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	5.138	12.234	12.234
2	4.445	10.583	22.817
3	4.367	10.397	33.214
4	4.168	9.924	43.139
5	3.701	8.812	51.951
6	3.303	7.865	59.816
7	2.736	6.514	66.329

Extraction Method: Principal Component Analysis.



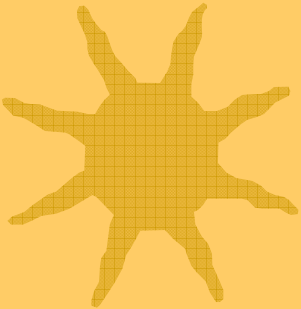
# *Results*

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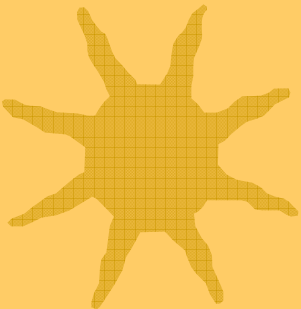
## ★ Etic dimensions

- altruism
- civic virtue
- conscientiousness
- sportsmanship



## ★ Emic dimensions

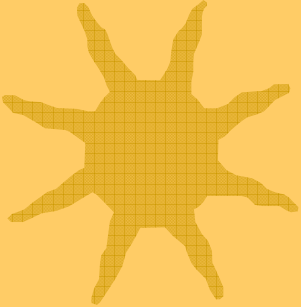
- organizational camaraderie
- organizational sincerity
- professional development





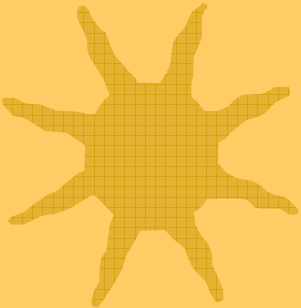
## *Etic dimension of MOCB*

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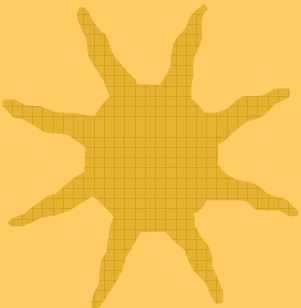
### ★ Altruismo

- ★ Q 1. El empleado ayuda a terminar los detalles o tareas del trabajo.
- ★ Q 4. El empleado ayuda a su jefe en el trabajo.
- ★ Q 2. El empleado está disponible para ayudar en cualquier momento.
- ★ Q 3. El empleado tiene buena disposición para ayudar a sus compañeros.



### ★ Altruism

- ★ Q 1. The employee helps to finish the tasks at work.
- ★ Q 4. The employee helps his or her boss at work.
- ★ Q 2. The employee is available to help at any moment.
- ★ Q 3. The employee has a good disposition for helping his or her co-workers.

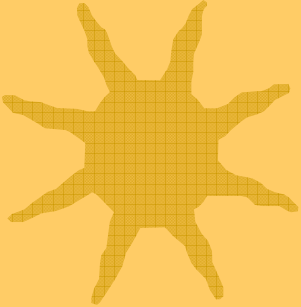


- ★ N = 422;  $\alpha = .8018$  four questions 1, 4, 2, 3



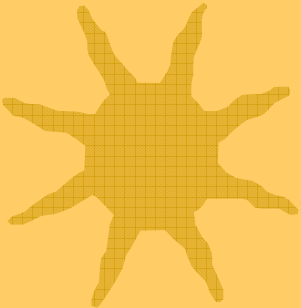
# *Etic dimension of MOCB*

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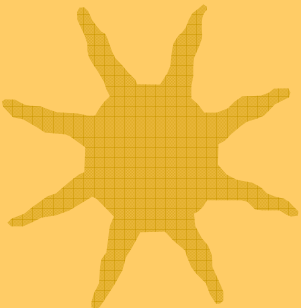
## ★ **Virtud Civil**

- ★ Q 7. El empleado hace esfuerzo de hablar positivamente de la compañía para dar buena imagen de ella en la comunidad.
- ★ Q 9. El empleado da buenos consejos de la compañía a sus compañeros de trabajo.
- ★ Q 18. El empleado comparte las cosas comunes de la empresa.
- ★ Q 19. El empleado trata de comunicar con los compañeros de trabajo antes de hacer una decisión que va a afectar el trabajo de otros.



## ★ **Civic Virtue**

- ★ Q 7. The employee makes an effort to talk positively about the company to give a good image of it in the community.
- ★ Q 9. The employee gives good and sound advice to his or her co-workers.
- ★ Q 18. The employee shares the common belongings of the organization.
- ★ Q 19. The employee tries to communicate with his or her co-workers before making a decision that is going to affect the work of others.



- ★ N = 409;  $\alpha = .7999$  four questions 7, 9, 18, 19



# *Etic dimension of MOCB*

## ★ Conciencia

- ★ Q 14. El empleado siempre está disponible para cuando lo necesita la organización.
- ★ Q 15. El empleado hace mucho esfuerzo de llegar temprano y antes de tiempo para comenzar el trabajo (por ejemplo, prepara su área antes de empezar el día, tiene cosas listas para cuando otros empiezan a trabajar, etc...).
- ★ Q 16. La frase, “le hecha ganas al trabajo” aplicaría a este empleado.
- ★ Q 13. El empleado excede el nivel de asistencia normal al trabajo.

## ★ Conscientiousness

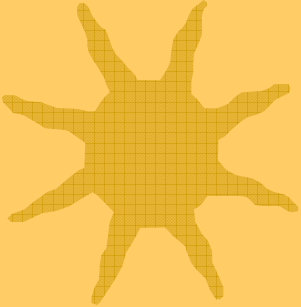
- ★ Q 14. The employee is always available for when the organization needs him or her.
  - ★ Q 15. The employee makes much effort to arrive early and before time to begin work (for example, he or she prepares his or her work area before beginning the day, has things ready for when others begin work, etc.
  - ★ Q 16. The phrase, “The employee puts a lot of his or desire into work” would apply to this employee.
  - ★ Q 13. The employee exceeds the level of attendance that is normal at this job.
- ★ N = 396;  $\alpha = .6982$  four questions 13,14, 15, 16





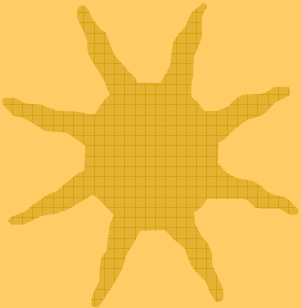
# *Etic dimension of MOCB*

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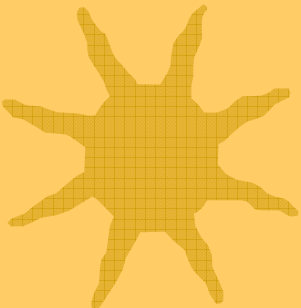
## ★ Benevolencia

- ★ Q 21. El empleado participa en/o crea chismes.
- ★ Q 22. El empleado trae problemas personales (por ejemplo, problemas de casa) al ambiente profesional del trabajo.
- ★ Q 23. El empleado es celoso de otros en la empresa.
- ★ Q 24. El empleado se la pasa quejandose por cualquier cosa.



## ★ Sportsmanship

- ★ Q 21. The employee does not participate in or create gossip.
- ★ Q 22. The employee does not bring personal problems to the professional work environment (e.g. personal problems from home).
- ★ Q 23. The employee is not jealous of others in the organization.
- ★ Q 24. The employee does not spend his or her time complaining about trivial issues.

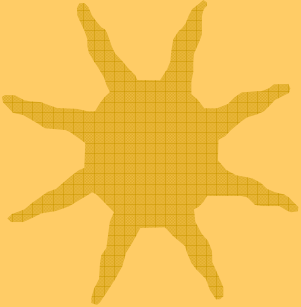


- ★ N = 415;  $\alpha = .9147$  four questions 21, 22, 23, 24



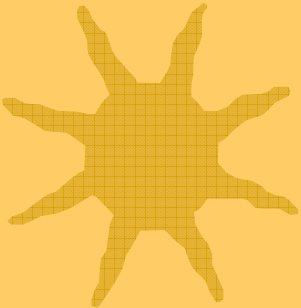
## *Emic dimension of MOCB*

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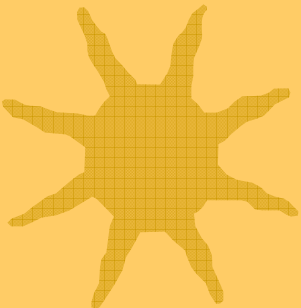
### ★ **Compañerismo Organizacional**

- ★ Q 26. El empleado demuestra un buen espíritu de compañerismo.
- ★ Q 27. El empleado demuestra buen trato a toda la gente.
- ★ Q 29. El empleado es justo con sus compañeros.
- ★ Q 28. El empleado trata de ser igual con todos.



### ★ **Organizational Camaraderie**

- ★ Q 26. The employee demonstrates a good spirit of camaraderie.
- ★ Q 27. The employee demonstrates good treatment of all people.
- ★ Q 29. The employee is fair with his or her co-workers.
- ★ Q 28. The employee tries to be the same with everyone.

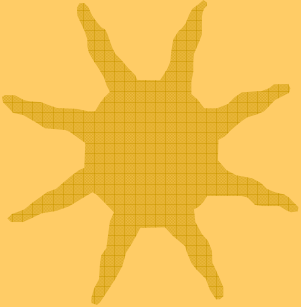


- ★ N = 431;  $\alpha = .8538$  four questions 26, 27, 29, 28



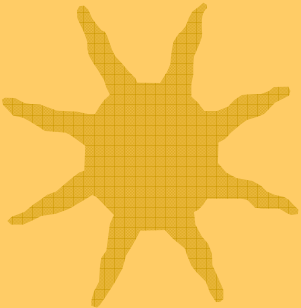
# *Emic dimension of MOCB*

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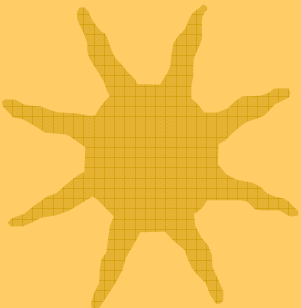
## ★ Sinceridad Organizacional

- ★ Q 42. El empleado toma la responsabilidad de motivar a los otros empleados.
- ★ Q 41. El empleado halla maneras de mejorar procesos aunque no tenga suficiente recursos.
- ★ Q 31. El empleado es creativo en solucionar problemas de trabajo.
- ★ Q 39. El empleado hace un plan de trabajo y lo sigue hasta el fin.



## ★ Organizational Sincerity

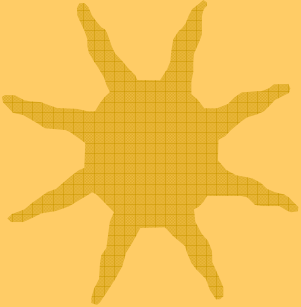
- ★ Q 42. The employee takes the responsibility of motivating the other employees.
- ★ Q 41. The employee finds ways to improve processes even if there are not sufficient resources to do so.
- ★ Q 31. The employee is creative in solving problems at work.
- ★ Q 39. The employee makes a plan for his or her work tasks and follows it to completion.



- ★ N = 425;  $\alpha = .8358$  four questions 42, 41, 39, 31

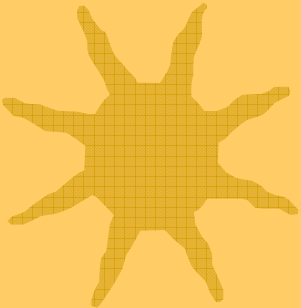


# *Emic dimension of MOCB*



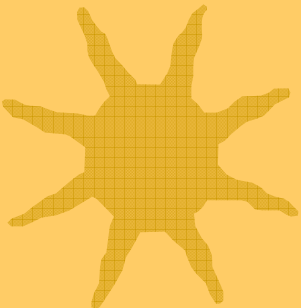
## ★ Desarrollo Profesional

- ★ Q 38. El empleado ayuda al extranjero a aprender el lenguaje (español).
- ★ Q 40. El empleado hace esfuerzo para aprender otro idioma (inglés).
- ★ Q 6. El empleado ayuda a otros departamentos dentro de la empresa.
- ★ Q 11. El empleado da sus opiniones, ideas, y punto de vista en el momento adecuado para mejorar el ambiente de la empresa (por ejemplo, da consejos de entrenamiento, da consejos para mejorar la calidad, etc...).

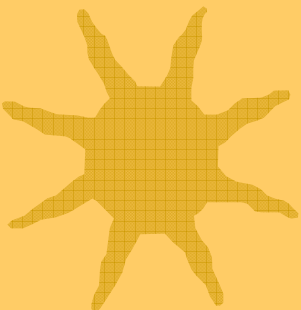
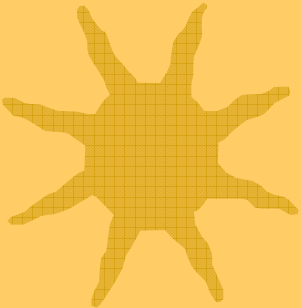
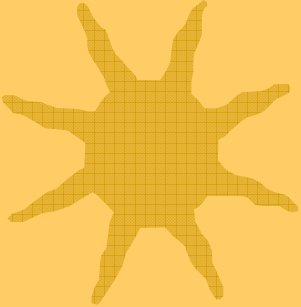


## ★ Professional Development

- ★ Q 38. The employee helps the foreigner to learn the language (Spanish).
- ★ Q 40. The employee makes an effort to learn another language (English).
- ★ Q 6. The employee helps other departments within the organization.
- ★ Q 11. The employee gives his or her opinions, ideas, and point of view in the moment set aside for the betterment of the environment of the maquiladora (for example, he or she gives advice about training, gives advice in order to better quality, etc...).



- ★ N = 416;  $\alpha = .6931$  four questions 38, 40, 6, 11



<b>USA OCB</b>	<b>China OCB</b>	<b>Mexico OCB</b>
	<b>ETIC</b>	
<b>Altruism</b>	<b>Altruism</b>	<b>Altruism</b>
<b>Civic Virtue</b>	<b>Civic Virtue</b>	<b>Civic Virtue</b>
<b>Conscientiousness</b>	<b>Conscientiousness</b>	<b>Conscientiousness</b>
<b>Sportsmanship</b>		<b>Sportsmanship</b>
	<b>EMIC</b>	
<b>Courtesy</b>	<b>Protecting Company Resources</b>	<b>Camaraderie</b>
	<b>Interpersonal Harmony</b>	<b>Sincerity</b>
		<b>Professional development</b>



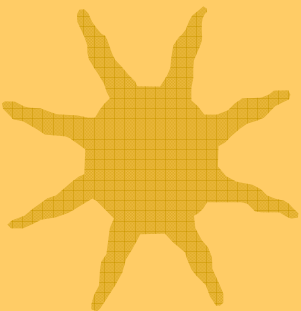
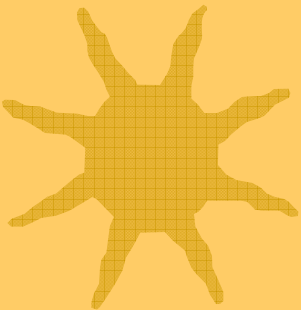
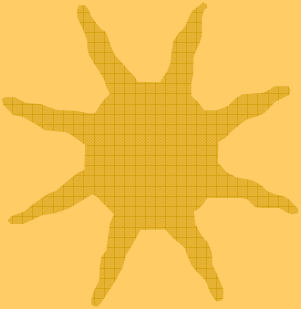
# *Conclusion*

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## ★ Main findings

### – Etic dimension

- better operationalization of domestic scales
- consider cultural idiosyncrasies
- further understanding leads toward global understanding





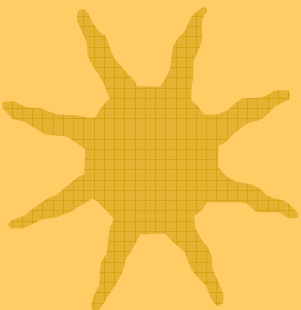
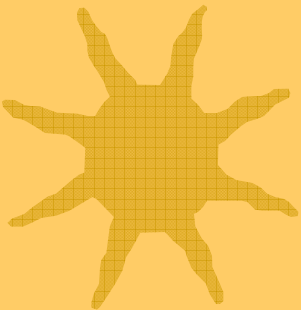
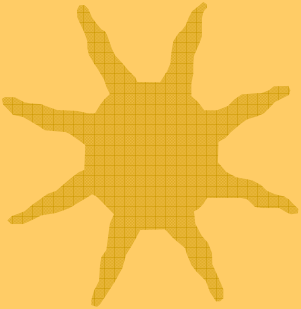
# *Conclusion*

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## ★ Main findings

### – Emic dimension

- three unique dimensions
- functional equivalence
- combined streams of literature
- avoid erroneous findings
- 360-degree evaluations
- our domestic scales can and do apply internationally/globally
  - scales contain both universal and culturally specific dimensions



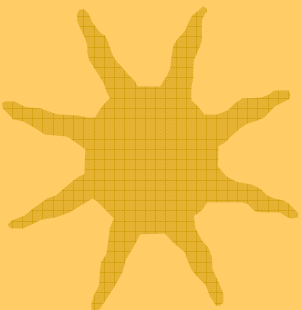
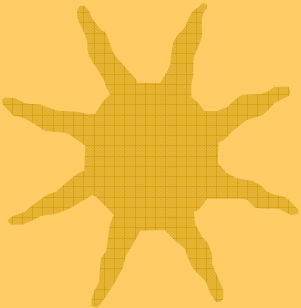
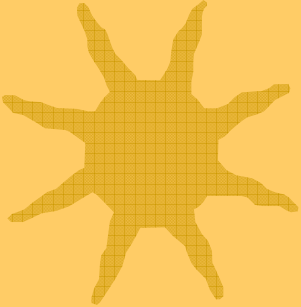


# *Conclusion*

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## ★ Future Research

- First step/functional questionnaire
- Mexican conceptual framework
- What explains Mexicans' higher propensity to engage in MOCB?





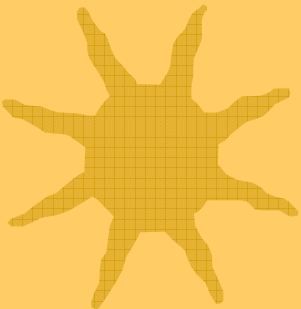
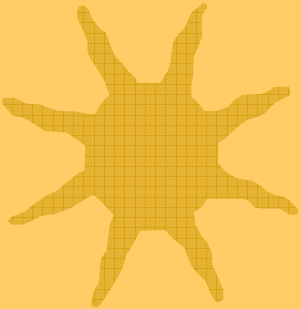
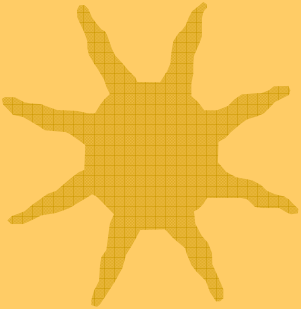


# *Conclusion*

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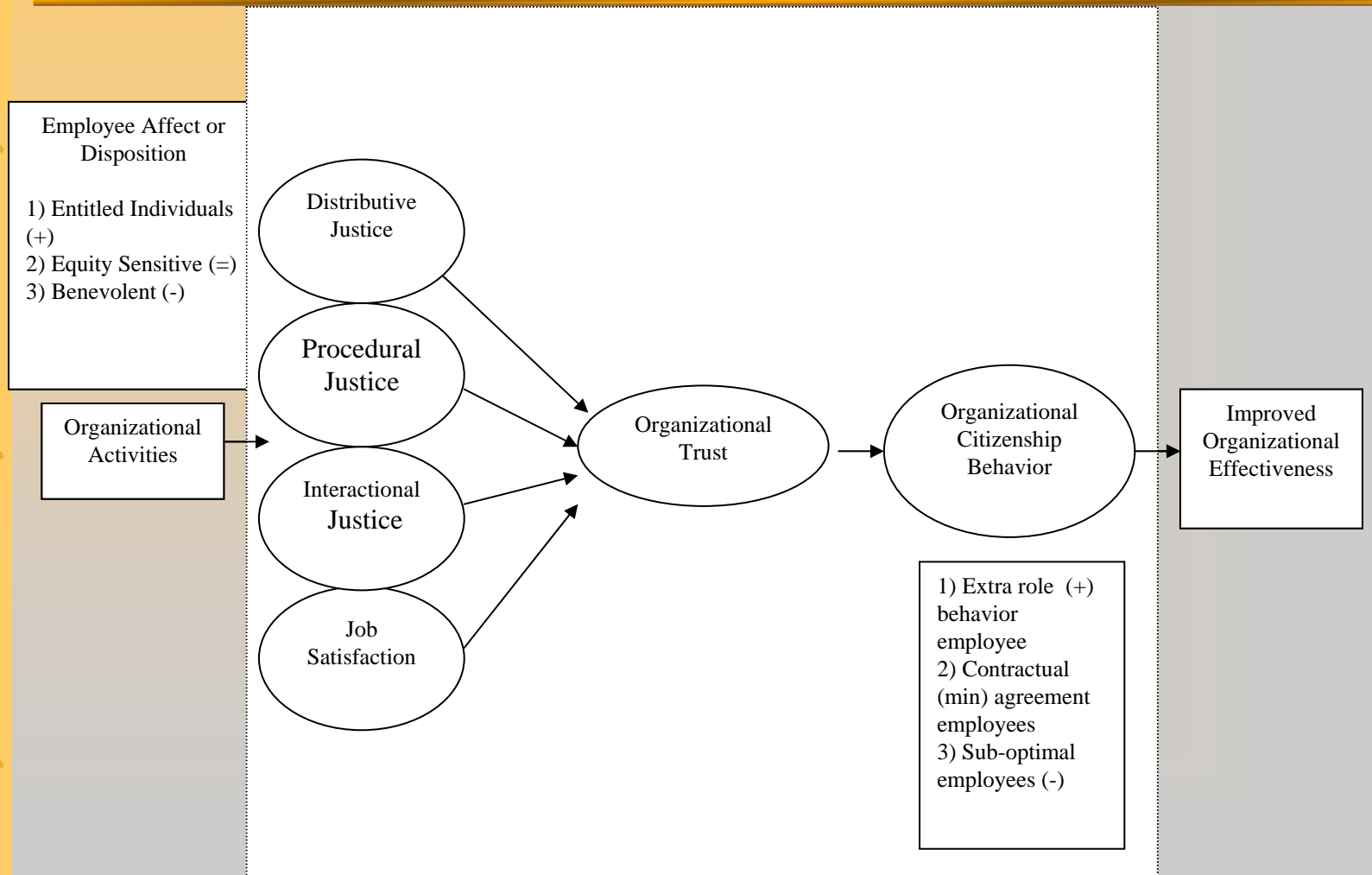
## ★ Limitations

- one geographic area
- sample of only maquila administrative professionals
- Q-sorter bias
- evaluator bias/social desirability





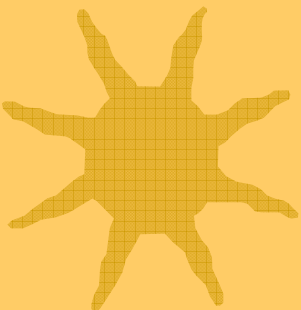
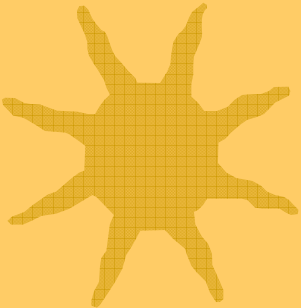
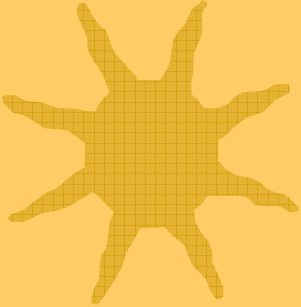
# Employee's conceptual framework





## *Conclusion*

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MNEs search for competitive advantage through cultural knowledge will lead to global subordinates' willingness to engage in what may someday be known as:

“global organizational citizenship behavior (GOCB)”