

## **Comparing apples-to-apples: Understanding of citizenship behavior (OCB) in a cross-cultural setting**

### **Abstract**

The purpose of this paper is to use develop a deeper understanding of Organizational Citizenship through field research data in order to develop a scale that compares of Mexican Organizational Citizenship Behaviors (MOCB) to the existing variable in the United States (OCB). A major tenet from the literature states that to correctly capture an entire phenomenon such as OCBs in a different culture, researchers must use the emic/etic dyad, triangulation, and should use actual employee samples. This research followed the aforementioned strategy and found significant empirical results.

The methodology in this paper was guided by the use of Churchill's blueprint to develop a new scale, ideas about triangulation, and the etic/emic dyad spearheaded Berry and Triandis. This study utilized three independent samples of Mexican maquiladora administrative professionals to develop an MOCB scale. The total data for the study consists of 632 full-time employees who provided 1,712 items and 1,182 useable employee evaluations from 76 different MNEs.

The paper first develops a functional MOCB scale which combine different streams of literature, to make true (apples to apples) cross-cultural comparisons possible. Second, the research addressed the etic issues as insignificant differences in semantics and idiosyncrasies of different cultures. Third, the paper along with explains the newly developed emic dimensions that significantly differ in the Mexican culture (organizational camaraderie, organizational sincerity, and professional organizational development). The significant implication of this study is that domestic U.S. measures/variables contain both a universal and culturally specific dimensions that can help us compare apples-to-apples in international research.

## **Introduction**

Research indicates that corporations who want to be successful in a competitive business environment need employees who are “good citizens” (Sloat, 1999). Specifically, firms need employees who are willing to extend their employment contract to include helping the organization and their co-workers in a variety of ways that are not explicitly required by the organization. A strongly held concept in U.S. domestic research is that successful managers rely upon their subordinates to go beyond their contractual agreement with the organization and to display pro-social behaviors at work. The broadly acknowledged construct that characterizes an employee’s extra-role behaviors is termed “organizational citizenship behavior” or OCB (Organ, 1988).

According to Organ, “OCB represents individual behavior that is discretionary, is not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. In a domestic context, OCBs are an important attribute of organizational effectiveness and an improved way to operationalize performance (Moorman, 1991; Farh, Earley, & Lin, 1997).

It is important to define the terms etic and emic. Etic, by definition, simply means what is “universal” or global in our constructs or what we have in common or functionally equivalent with another culture. Emic, on the other hand, means “culturally specific” or the manner in which another culture both operationalizes and conceptualizes the construct in its particular culture. Davidson, Jaccard, Triandis,

Morales, and Diaz-Guerrero (1976) clearly communicate a methodology termed the “combined etic-emic approach” as a three-stage approach to better address the etic-emic dilemma and to develop cross-cultural research scales (Triandis & Berry, 1980; Berry, 1969).

“Initially, the researcher identifies an etic construct that appears to have universal status [with the referent culture]. Secondly, emic ways of measuring this construct are developed and validated [in the new culture]. Finally, the emically defined etic construct can be used in making [true] cross-cultural comparisons [against the original culture].”

The quote above clearly mentions three stages that are of high concern to this paper. The first stage suggests that the construct chosen, in this case OCB, seems to contain a “universal status”; that is, would an employee go beyond the norm in all cultures? The second stage suggests that cultural-specific ways of “measuring the construct” are important to correctly address the phenomena. The third stage suggests that true cross-cultural comparisons can be made by the use of the newly developed etic and emic scale. Developing an OCB scale for Mexico will help in answering many questions between the U.S. and Mexican workforce.

The purpose of this study is to explain organizational citizenship behavior in a Mexican cultural setting and to develop a Mexican scale of OCB. To accomplish this goal, we will qualitatively examine OCBs in Mexico and show that careful consideration of the universal and culturally specific dimensions will produce a high-quality, functionally equivalent, and indigenous scale of OCBs in a Mexican context. The procedures used to develop an indigenous OCB scale in Mexico will require the use of both qualitative and quantitative research (using both techniques is termed

triangulation – Jinks, 1979). The result of this study will offer a functionally equivalent scale of Mexican Organizational Citizenship Behaviors (MOCB).

In summary, the purpose of this study is to develop a Mexican OCB scale that has both etic and emic dimensions for studying the Mexican administrative professional. This paper first develops a preliminary study to show the potential flaw in simply translating domestic scales for use in an international setting and then provides important data which shows that Mexicans conceptualize OCBs differently than Americans. Once the OCB scale in Mexico is correctly operationalized with three independent samples, future research can subsequently move on with a functionally equivalent MOCB scale to understand similarities or differences in a quantitative manner and explain what predicts OCBs in A Mexican manufacturing operation.

### **Literature Review**

There are three types of employees identified in the literature on organizations. They are those who work below what is required by the organization (suboptimal employees), those who fulfill their basic employment contract, and those who go “beyond the call of duty” (citizenship) and extend their employment contract to include prosocial behaviors that benefit the organization (Sloat, 1999; Organ, 1988; Tomer, 1998; Folger & Cropanzano, 1998). This section provides the necessary background and justification for undertaking the proposed research. In this review of the literature we develop four distinct sections organize the prior scholarship of organizational researchers. They are the employees’ conceptual framework of OCBs,

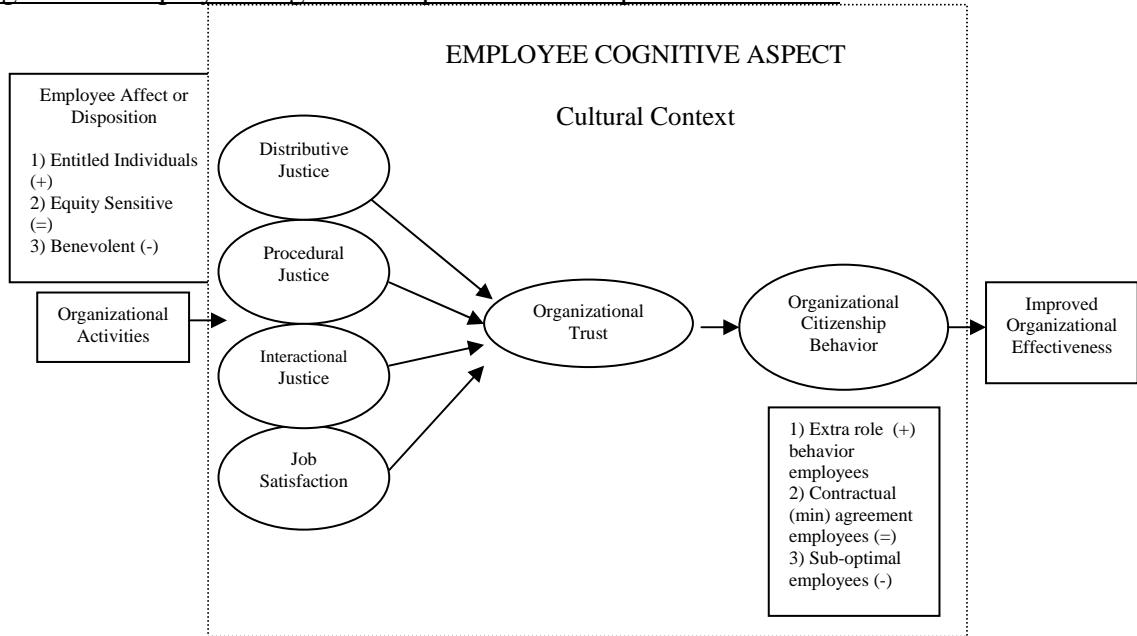
the explaining of the theoretical model, the international OCB developments and the maquiladora industry, and cultural significance of OCB.

### Employees' Conceptual Framework of OCBs

Isabelle Maignan & O.C. Ferrell (1999) mentioned that organizational activities are an effective instrument in generating a sense of pride and belonging among the organization's employees. The model below suggests that certain positive organizational activities foster work environments that help employees in perceiving fairness at work, having job satisfaction, and developing organizational trust. These variables relate to the propensity of OCBs in U.S. research. In a domestic context, the variables distributive justice, procedural justice, interactional justice, trust, and job satisfaction have been shown to be positively related and to predict OCB (Leung, et al., 1996; Moorman & Blakely, 1995; Niehoff & Moorman, 1993; Williams & Anderson, 1991; Podsakoff, MacKenzie, & Bommer, 1996). In a Mexican environment, little, if any research on these variables exists.

Managers want employees who exceed the basic employment contract and prefer to have subordinates that are "full organizational members" versus "suboptimal" employees (cf. Tomer, 1998). The subsequent employee conceptual framework presented below is what research deduced as a functional description of a U.S. employee, yet, in Mexico this model may be different because little is known about what constitutes Mexican OCB (Figure 1).

**Figure 1 – Employee Cognitive Aspect – A Conceptual Framework**



Key determinants of citizenship behavior are job satisfaction and organizational justice, and it appears that trust may mediate the relationship. Trust is developed over time and involves the relationship of the two parties to cultivate, develop, and maintain mutual conventional ties that are strengthened through mutual reciprocity of fairness, ethicalness, and treatment of the employment relationship. The fact that employee trust is improved by job satisfaction in the organization indicates that both job satisfaction and organizational justice are important in understanding what stimulates an employee to display citizenship behavior.

Culture plays an important role in the employee's conceptual model because the development of trust and the mutual maintaining of relationships is assisted by conventional relationships (Van Dyne, Graham, & Dienesch, 1994). These relationships are easier to develop and maintain with people who share a common history, family structure, cultural perspectives, and organizational outcomes which impact employees in a similar manner (Fiske, 1991; Foa & Foa, 1976; Van Dyne,

Graham, & Dienesch, 1994 as cited in Farh et al., 1997). What can employees that sense a lack of fairness by their organizations do? A typical American changes careers an average of five times in his or her lifetime perhaps to address fairness by seeking it in another career. This may prove unproductive because the employee is simply leaving one job and placing him or herself in a new job where the same model will apply. Perhaps the answer lies in the origin of organizational justice and employee's perceptions in their personal need to either find that their work outcomes outweigh their inputs (entitled individuals), that outcomes and inputs must always remain equal (equity sensitive), or that inputs can outweigh outcomes (benevolent) in comparison to others.

The three classifications of employees will react differently in this model. For example, the benevolent employee may not perceive certain organizational outcomes as unfair and may be more apt to engage in OCBs because he or she is not inherently searching for every single organizational action to be fair (equity sensitive) or to his or her advantage (entitled individual). In tense states of inequity, being benevolent (the attitude of I win I win some, I lose some) this may be a viable option for organizational employees who made have little influence over critical organizational decisions.

Presently, no American domestic questionnaire will parsimoniously measure Mexican OCBs. Research on Mexican OCB is vital to investigate because the U.S. and Mexico have their economies intertwined and because comparative studies between these two countries will be inadequate if researchers use simple translated U.S. scales in studying the Mexican administrative or direct labor employees. This

section provided necessary literature, justification, and relevant background for developing an OCB scale in Mexico. The next section addresses methodological issues and details of how we conducted the main study's six steps and three data collection rounds, in Mexico's multinational organizations.

### **Methodology**

Reynosa, Mexico is the focal point in this study because of its accessibility to the maquila industry. The fact that over 200 maquila plants are located in Reynosa was an important consideration in choosing this area for the study. This section presents the methodological overview of the study. Accordingly, this section presents the specific details of how we conducted the research. The aim of this section is to describe the procedures used in the main study clearly enough to be replicated by others.

The first step is to specify the domain of the construct through a specific definition of the phenomena (MOCBs). The second step is to generate sample items via qualitative techniques (Churchill, 1979), to obtain an appropriate sample group (1<sup>st</sup> independent employee sample - Farh et al., 1997), and to identify the critical incidents (Flanagan, 1954). Third, we collected data for the first developed scale, which was lengthy due to the items generated (2<sup>nd</sup> independent employee sample). Fourthly, purification of the scale is done through factor analysis and reliability analysis in order to reduce the scale and maintain its parsimonious psychometric properties. Re-collecting data using the smaller scale with a new sample group is the focus of step five (3<sup>rd</sup> independent employee sample). The final step is to again reassess the reliabilities of the scale's dimensions.

The subsequent sections present the specified domain of the study (step one), followed by how the researcher generated the sample items for the development of the first lengthy survey (step two - 100 questions). The third step used maquila professionals to answer the long questionnaire ( $n=281$ ). Then the researcher in the fourth step should use factor analysis on the useable evaluations to reduce the questionnaire ( $n=738$  - 42 questions). The fifth step applied the reduced MOCB questionnaire with an administrative professional sample ( $n=155$ ). The sixth step used factor analysis and reliability examination to condense the questionnaire into a functional MOCB scale. The following section presents the results of the main study in three sections labeled round one, two, and three.

## **Results**

The study used three independent sample rounds of Mexican administrative professionals to develop the MOCB scale. The data for this study consists of 632 full-time employees who provided 1,712 items and 1,182 useable employee evaluations from 76 different MNEs. The first sample consisted of 196 full-time maquila administrative professionals from 15 different MNEs that generated 1,712 items for the new scale. A 100-question survey was developed using the statements provided by the administrative professionals. A new sample group answered the 100 question survey. The second sample round consisted of 281 full-time maquila administrative professionals from 49 MNEs that provided 738 useable MOCB evaluations. The reduced 42-question scale with seven MOCB dimensions was re-applied with a third sample. The third sample also consisted of full-time maquila administrative professionals. The employee sample round consisted of 155 full-time maquila administrative professionals from 42 MNEs that provided 444 useable

MOCB evaluations. This section reveals a functionally equivalent MOCB scale for use with full-time administrative professional employees. The 28-question scale has seven MOCB dimensions (four questions per dimension).

#### **Round One - Main Study**

Table 6 below exhibits the number of items generated, the number of administrative professionals used, and overall averages per Mexican organization. Table 7 presents the demographics and frequencies of the maquila administrative professionals that participated in the focus group to generate items for the MOCB scale in round one.

**Table 6 – Items Generated for Main Study**

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
<b>(N = 15)</b>			
<b>Current Totals</b>	<b>1,712</b>	<b>196</b>	<b>8.73</b>

The mean age of the administrative professionals is 28 ½ years of age. The male versus female breakdown is approximately 60 to 40 percent, respectively. The average time in their position is 38 months. The mean income is about 1,100 dollars monthly. In regards to marital status, the results indicate that 47 percent are single, 46 percent are married, and less than two percent are divorced. The educational level

found the large majority of the sample with a university degree or higher. The sample consisted of fourteen different departments.

In the Q sort, six researchers sorted the reduced weighted items generated in the first round. The researcher coded one hundred-seventeen cards with the number of times that the phrase or sentence was mentioned in the 1,712 statements. Inter-rater reliability was elevated because every question developed for the first questionnaire had five-out-of-six sorters ranking it in the appropriate category. The following are the results of round one's structured (etic) and unstructured (emic) Q sorts.

Altruism contained an average of 17 cards with an average of 246 mentioned statements from the six sorts.

Civic Virtue contained an average of 13 cards with an average of 224 mentioned statements from the six sorts.

Conscientiousness contained an average of 14 cards with an average of 180 mentioned statements from the six sorts.

Sportsmanship contained an average of four cards with an average of 19 mentioned statements from the six sorts.

Courtesy contained an average of eight cards with an average of 82 mentioned statements from the six sorts.

Interpersonal Harmony contained an average of eight cards with an average of 55 mentioned statements from the six sorts.

Protecting Company Resources contained an average of six cards with an average of 63 mentioned statements from the six sorts.

Emic (other) contained an average of 21 cards with an average of 232 mentioned statements from the six sorts.

#### **Round Two - Main Study**

We applied the 100-question survey with the following sample. The sample in the second round provided the data to reduce the 100-question survey. The sample

was an average of 28 ½ years of age, with current tenure at their jobs of 47 months, and over-all experience of 84 months (seven years). The breakdown of the male and female category is 46.6 percent males and 53.4 percent female, a low divorce rate, a separation rate of five percent, and a highly-educated group (76.1 percent have above a high school degree).

#### **Refining the First Scale**

The 281 maquila administrative professionals provided 738 useable employee evaluations. The important numbers for obtaining a viable factor analysis are a Kaiser-Meyer-Olkin Measure of Sampling Adequacy of above .5 and a significant Bartlett's Test of Sphericity. The factor loadings must be above .40, although some researchers have suggested .45 and above (Hair et al., 1998). In addition to the aforementioned requirements, the amount of variance explained must be above five percent to be a meaningful and viable factor dimension. The analysis below obtained all of the appropriate threshold needed to reduce the items in the large scale to 42-questions.

The following 42-reduced questions are in the third round of field research. It is worth noting that each of the seven constructs still had an ample amount of viable questions. Thus, reliabilities were not critical at this point. The sheer reduction of questions was the important component at this stage in the research. The final round used the reliabilities to create the best possible questionnaire when reduced to 34, 28, or 21 questions. The following are the questions developed for the third and final round in field research design.

### **Round Three - Main Study**

This section presents the demographics and frequency results of the Mexican administrative professionals who answered the 42-question questionnaire, the results of the factor analysis, and the reliabilities in the following tables. The recommended 28-question survey is found at the end of this section. The final sample of administrative professionals consisted of 155 full-time maquila administrative professionals from 42 different MNEs that provided 444 useable MOCB evaluations. The functional MOCB scale has 28-questions with seven MOCB dimensions (four questions per dimension).

To reduce the scale, we again used factor analysis with the useable questionnaire evaluations. Again, the important numbers to obtain for a viable analysis are a Kaiser-Meyer-Olkin Measure of Sampling Adequacy of above .5 and a significant Bartlett's Test of Sphericity. In addition to the aforementioned requirements, the amount of variance explained was above five percent, which is needed to obtain meaningful and viable dimension for this research. The questions in the final scale developed with highest reliabilities for a five, four, and three question construct that are at the end of the administrative professional section.

The demographics and frequencies state that the mean age of the employee is 28 ½ years of age. The male versus female breakdown is approximately 60 to 40 percent, respectively. The average tenure in their position is 41 months with over-all experience in the industry of 93 months (an average of seven years and eight months). The mean income is about 1,100 dollars monthly. In regards to marital status, the results indicate that 41 percent are single, 55 percent are married, and only three percent are divorced. The educational level found that the bulk of the sample

had a university degree or higher. The sample consisted of 42 different MNEs. The following presents the refined scale of MOCB in an employee population, along with the critical numbers needed in the factor analysis.

## **Discussion**

It is important to briefly discuss the three emic dimensions that resulted in the MOCB questionnaire. Etic behaviors that compare to the U.S. are altruism, civic virtue, conscientiousness, and sportsmanship. The emic dimensions that resulted in the Mexican administrative professional sample are: organizational camaraderie, organizational sincerity, and professional development.

### *The emic dimension of MOCB*

#### ***Camaraderie in a Mexican cultural work environment***

The first culturally specific dimension of MOCB is organizational camaraderie. Camaraderie, in terms of MOCB, is defined as, “a person’s willingness to exceed the norm by demonstrating friendship and fairness in his or her daily contact with co-workers”. For instance, being proactive and not holding or developing grudges can be avoided by being fair with other co-workers. Fair relationships promote friendliness among co-workers and a deep-rooted sense or spirit of camaraderie in the organizational environment occurs. A “compañerismo” environment helps the organization keep turnover down because many employees that leave their organization usually cite perceptions of unfair treatment as a main reason for their departure. Thus, this etic dimension of MOCB may benefit the organization tremendously in the reduction of training expenses for new personnel.

In Mexico, we see “compañerismo” as a deep friendliness among the people of Mexico. An assumption made by people is that the Mexican people are among the friendliest people in the world. We do not know why this is, but we can offer their family up-bringing as one reason. A young Mexican child is taught early in life that he or she must say good-bye to all of the family with a kiss and a hug. A grandmother will tell her grandchildren “No, you do not say goodbye with a handshake, come here and give everyone a kiss and a hug”. This loving up-bringing is perhaps the start of the Mexican’s value on friendship and long-lasting relationships. The questions that make up this dimension are: “Does the employee demonstrate a good spirit of camaraderie?”; “Does the employee demonstrate good treatment to all people?”; “Is the employee just (fair) with his or her co-workers?”; and “Does the employee try to be the same with everyone?”.

In Mexico, camaraderie is strong because they classify the people who go out of their way to be fair as individuals that are exhibiting dimensions of MOCBs. Why might this be? We know that Mexicans understand that traditionally, their dealings with some government agencies as well as certain individuals are not in any way, shape, or form, fair. Thus, when an employee finds an individual (or organization) that is fair and unbiased with others, this person becomes someone whom you would want to have a long-term relationship with whether as a valuable friend or employer. In my qualitative research of this subject in Mexico, many employees mentioned to me that they feel that the organization is much more just than their government or banks. Mexicans use the word camaraderie in the following manner, “Hola, compañero”. This means that they feel that you are someone that is worthy of trust.

### ***Organizational sincerity in a Mexican cultural environment***

Organizational sincerity is the employee's desire to take responsibility in a formal or informal setting and to demonstrate responsibility to the firm and to its objectives. Mexicans are very keen and perceptive people in regards to knowing who is sincere and who has hidden motives behind their efforts. Sincerity, in this case, means an MOCB individual that is genuine or not fake in his or her efforts to help the organization. Mexicans use the term "buena gente" to identify these individuals. The questions are: "the employee takes the responsibility for motivating others in the organization"; "finds a way or a method to improve a task, process, or assignment"; "is the employee creative in solving problems at work?"; and "(Does) the employee make a plan for his or her work and follow it to completion?". This urgency and sincerity that MOCB individuals feel will only help the organization be more competitive.

### ***Professional Development in a Mexican cultural environment***

Professional development found that both questions "The employee helps the foreigner to learn the language - Spanish" and the question "The employee makes an effort to learn another language - English" were selected by the administrative professional sample. These two questions deal with a prominent issue in maquiladoras, language. In interviews with both Mexican and foreign expatriate employees, one of the biggest reasons cited for work difficulties is the language barrier. This obstacle can be changed into a good competitive advantage for an expatriate who simply makes an effort to learn Spanish over the expatriates who require that everything be translated into his or her native language (Korean, English,

Japanese, etc...). The employee's willingness to aid expatriates in learning Spanish or for the employees themselves to learn English (or another language) is the underlying idea of this MOCB. Professional development that benefits the organization is evidently understood as citizenship behavior in Mexico. In the U.S., professional development is often viewed as that minimum requirement to organizational participation due to continuous educational careers and professional degrees.

The final two questions in this dimension are: "The employee helps other departments within the organization" and "(Does) the employee give his or her opinions, ideas, and points of view in the moment set aside for the betterment of the environment of the organization (for example, does he or she give advice about training, give advice in order to better quality, etc...)". Here professional development takes the form of requiring that an organizational member go beyond the norm and learn policies, procedures, and simple methods of accomplishing tasks in various departments. On the surface, the second question may seem like the American concept of courtesy, which involves an employee's willingness to give his or her opinions and ideas to the organization. Yet, the fact that this question includes an example of giving advice on training issues leads me to believe that the employee's knowledge is what is being considered as the professional development dimension.

## **Conclusion**

In this study, we found that our domestic research has an etic and an emic dimension that affects the applicability of our research in other cultures. We were

able to combine different literature streams to provide a model of how international researchers can take domestic constructs internationally and develop functional and equivalent scales that allow the researcher to make true cross-cultural comparisons. In terms of MOCB, we found that in the Mexican maquila environment both an etic and emic dimension to OCB exist. Furthermore, we were able to address etic issues such as the differences in semantics and idiosyncrasies of the different cultures and how to operationalize the emic conceptualization of MOCB in a Mexican culture.

#### Etic contribution to the literature

This research in the etic dimension of MOCBs discovered three important issues. First, a better operationalization of the American scales in Mexico was developed. The development of these phenomena allows us to understand how Mexicans understand the U.S. based OCB dimensions. Secondly, this section demonstrates a critical issue in international research. That is, when the cultural idiosyncrasies, colloquial sayings, and the verbal semantics of a certain researched culture are not taken into account through more rigorous research, the investigator runs the risk of missing an important part of the construct being studied. Before this work was complete, we believed that any etic dimension could completely tap a phenomenon in a different culture by way of simple translation of the original scale. Now, we believe that considering how a particular culture understands the issues is helpful in comparing behaviors. This section brings to light that if international business researchers opt to conduct cross-cultural comparison research without properly developing functionally equivalent scales, they are not truly comparing the actual construct in the cultures.

Thirdly, the final discovery of the etic section is that what we learned in the Mexican etic dimensions may apply with an American sample. Consequently, what we are doing as researchers is bringing Mexican views and understanding into an American population that is increasingly more aware of and involved in Mexican cultural events and perceptions (especially along the U.S./Mexico border). An interesting question to ponder is, what would happen if we now applied these Mexican-developed etic (or emic) questions to an American population? Would it work? Would we create a more refined dimension of altruism, civic virtue, conscientiousness, and sportsmanship?

#### Emic contribution to the literature

This emic section of the research found three unique emic dimensions of MOCBs. An attempt to capture the entire culturally specific or unique dimension of OCBs in Mexico found organizational camaraderie, organizational sincerity, and professional development. This first attempt to capture the entire culturally specific or unique dimension of OCB in Mexico will greatly benefit from future research. For now, the fact that Mexican administrative employees operationalize MOCB slightly different than American employees is an extremely important finding. Along with discovering the culturally specific dimensions, new knowledge of functional equivalence is set forth. A new understanding of how international researchers must conduct our future work in cross-cultural research is established in this study. If we do not use both qualitative and quantitative methods, we will not be adequately comparing the two cultures, and thus, we will make erroneous implications and conclusions that may sound good, yet, that are fundamentally flawed.

The implication of this paper to practitioners is that they can use this knowledge in the pre-hiring stage, the yearly evaluation of employees, or to evaluate some monthly recognition or award. In my qualitative research, managers constantly mentioned that they loved the idea of conducting a 360-degree evaluation of their employees with names of the employees that organizational members evaluate. They mentioned that many times, supervisors act well with employees when top management is around. However, as soon as top management leaves, they are back to treating people in an unjust manner (“treating people like trash”). The evaluations by others help to bring to light the accurate and factual employee behavior at work. Researchers benefit tremendously from the etic and emic OCB construct because we now can conduct a fair cross-cultural comparison of administrative professional employees in the U.S., China, and Mexico. Understanding the effect of functional equivalence indicates that our domestic measures contain both a universal and culturally specific dimension. These dimensions can be found and researched in any international cultural environment.

This study found that certain business phenomena may have global implications, such as the search for fairness in the workplace (distributive justice) and the willingness of an employee to give his or her whole effort to an employer (altruism, civic virtue, conscientiousness, and sportsmanship). In addition, this study also discovered three culturally specific dimensions particular to the Mexican cultural environment (organizational camaraderie, organizational sincerity, and professional development).

Multinational corporations deal with tough complicated issues on a daily basis. Researchers must help both the practitioner of these multinational organizations and the

international academician to understand these phenomena in an international business context. The need for new global competitive advantages will soon follow once researchers explain to organizations how and why employees go beyond the norm in international organizations. Global organizational employees may perceive fairness and job satisfaction as critical variables needed in order to increase their trust and commitment to the MNEs and thus, increase their propensity to engage in what may someday be known as “global organizational citizenship behaviors” (GOCB).

Appendix 1 – 28-Item MOCB Questionnaire (English version)

Mexican Administrative Professional Questionnaire

- |   |
|---|
| 1. The employee helps to finish the details and tasks of work.  |
| 2. The employee is available to help at any given moment.   |
| 3. The employee has a good disposition for helping his or her co-workers.   |
| 4. The employee helps his or her boss at work.  |
| 5. The employee makes an effort to talk positively about the company to give a good image of it in the community.   |
| 6. The employee gives good advice about the company to his or her co-workers.   |
| 7. The employee tries to communicate with his or her co-workers before making a decision that is going to affect the work of others.  |
| 8. The employee shares the common resources of the organization.  |
| 9. The employee is always available for when the organization needs him or her.   |
| 10. 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...) |
| 11. The phrase, “The employee puts true effort into their work” applies to this employee?   |
| 12. The employee exceeds the normal level of attendance at work.  |
| 13. The employee participates in or creates gossip (*R).  |
| 14. The employee brings personal problems to the professional work environment (e.g. personal problems from home) (*R).   |
| 15. The employee is jealous of others in the organization (*R).   |
| 16. The employee spends his or her time complaining about trivial issues (*R).  |
| 17. The employee demonstrates a good spirit of camaraderie.   |
| 18. The employee demonstrates good treatment to all people.   |

19. The employee is just (fair) with his or her co-workers.
20. The employee tries to be the same with everyone.
21. The employee takes the responsibility of motivating the other employees.
22. The employee finds ways to improve processes even if there are not sufficient resources to do so.
23. The employee is faithful (loyal) to the organization.
24. The employee is creative in solving problems at work.
25. The employee helps the foreigner to learn the language (Spanish).
26. The employee makes an effort to learn another language (English).
27. The employee helps other departments within the organization.
28. 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 organization (for example, he or she gives advice about training, gives advice in order to better quality, etc...).

\*R = reverse coded

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