

CORPORATE CITIZENSHIP (CC) AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)¹

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ABSTRACT

The main objective of this article is to explore the relationship between corporate citizenship (CC) and organizational citizenship behavior (OCB), for which an approximation is made to the reality that organizations face, using the ordination method proposed by Pagani; Kovaleski; and Resende, (2015) to carry out a review in the Scopus, WoS databases and based on it, establish the background, the concept of corporate citizenship, organizational citizenship behavior (OCB) and the results of research on corporate citizenship. (CC) and organizational citizen behavior (OCB) and as a result, four hypotheses and a model of Corporate Citizenship (CC) and Organizational Citizen Behavior (OCB) and some conclusions are proposed.

KEYWORDS: Corporate citizenship (CC); Organizational citizen behavior (OCB); Ethical citizenship; Discretionary citizenship.

INTRODUCTION

Organizations are preparing to regain public trust, manage various risks, and respond to increasing stakeholder expectations. Changing expectations about the role organizations play in society have allowed the concept of good citizenship to be adopted. mainstream organizational strategic thinking is a topic of organizational ethics that lies at the intersection between business/management and ethics, of which there is a growing body of evidence linking corporate citizenship activities with positive organizational performances.

Increasingly, the world's leading organizations recognize that it is necessary to map their stakeholders, including investors, collaborators, suppliers, the government, competitors, consumers, consumer advocacy groups, media, non-governmental organizations, civil society, and the communities in which they operate to assume corporate citizenship with knowledge of their interests.

The global village has increasingly embraced corporate citizenship (CC) as a set of desirable practices not only for society in general but also for organizations, which allows them to assume their part of the responsibility of advancing a social agenda beyond the established

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by law, in the same way with organizational citizenship behavior, (OCB) both are considered important for the sustainability of organizations, therefore, as an old saying goes, the example is better than the precept, in this way good examples of corporate citizenship established by organizations will likely have a positive influence on the citizenship behavior of individuals towards the organization.

At this point, we see the research gap that is being covered with this work, as established by Camilleri (2017) about the gap between the policy and practice of Corporate Citizenship, which is reinforced by the conclusions obtained by Kruggel et.al. (2020) who states that research on corporate citizenship has resulted in a landscape of publications that tends to be complex and fragmented, and Prakoso (2021) about corporate citizenship (CC) and Corporate Citizenship Behavior (CCC) in general there are agreements on the meaning and purpose, but the studies present differences in their dimensions and indicators, and Jain and Rizv (2020); Rezaei-Pitnoe et.al. (2021); Camacho et.al (2022) about the fact that society benefits from the activities and behaviors of companies and corporate citizenship is associated with the accountability of companies to increase transparency, hence its current importance.

METHOD

In the present investigation, Pagani's Methodi Ordinatio was used; et.al. (2015); based on which the stages proposed by the authors were developed, which include Phase 1: Establish the intention of the research; Phase 2: preliminary exploratory research with keywords in databases, the combination of keywords and their possible combinations; Phase 3: definition and combination of keywords and databases, those used were: corporate citizenship (CC); Organizational citizen behavior (OCB); ethical citizenship; discretionary citizenship economic citizenship; legal citizenship; Ethical Citizenship, and Discretionary Citizenship; altruisms; Politeness; Sportsmanship and civic virtue; Phase 4: Final search in the databases, the Scopus, WoS, and Scielo databases consulted; Phase 5: filtering procedures, to eliminate repeated works or documents that do not belong to the research area of interest, analyzing the title, keywords and abstract; Phase 6: identification of the impact factor, year of publication and number of citations; Phase 7: Classification of jobs using InOrdinatio.

The classification of works using the Pagani et.al InOrdinatio formula. (2015); $InOrdinatio = (IF/1000) \alpha [10 - (Year\ of\ research - year\ of\ publication)] + (\sum Ci)$, where: (Pagani et.al (2015), where: **IF** is the impact factor, α is a weighting factor that ranges from 1 to 10, which must be attributed by the researcher; **ResearchYear** is the year in which the research was developed; **PublishYear** is the year in which the article was published; and **Sum Ci** ($\sum Ci$) is the number of times the article was cited.

Phase 8 was the search for complete documents, based on the results obtained and the classification of the articles, the fifty-six (56) complete documents resulting from the screening

carried out were obtained; Phase 9: Final reading and systematic analysis of the works looking for those aspects considered relevant to the article, such as main authors, identified variables, definitions, approaches, taxonomies, results achieved, proposed models, comparisons, research gaps, to later move on to the organization of data; content analysis and writing.

BACKGROUND

Corporate citizenship is a term first coined by Hackett, (1969) who draws attention to the role of organizations in society and proposes that organizations should work together with governments and thus improve their ability to address social problems to be classified as a good corporate citizen, is a prominent topic in management practice that began in 1969, and gains momentum as established by Kruggel et.al (2020) in 2004 and one of the reasons for the greater interest may be the corporate scandals such as Enron (2001) or WorldCom (2002).

It is evidenced by Habisch et.al. (2008) that there are companies like Bosch or Siemens that were already socially involved in the 1920s, this is because initially the term corporate citizenship was used to describe organizations as social institutions. Therefore, this notion has its roots in political science, and over the years the citizenship agenda has been developed based on theories and approaches related to Corporate Social Responsibility (CSR).

For his part, Carroll (1979), a prominent researcher on these topics, attempts to synthesize the fundamental principle of social responsibility, explaining the basis of social responsibility activities and describing the responses to social problems. In this way, organizations should always commit to society and it would be in their best interest to participate in economic, legal, ethical, and discretionary (philanthropic) activities. Therefore, for Carroll and Shabana, (2010) corporate citizenship has the potential to provide important benefits for both organizations and society.

Corporate citizenship as established by Carroll (1979) is related to the literature on corporate social responsibility (CSR), also following Clarkson (1995), Wartick, and Cochran, with the responsiveness of organizations in social performance. corporate, and according to(1985); Wood, (1991); Albinger, and Freeman, (2000), corporate performance, in the same way it has been identified by McWilliams & Siegel (2001) is linked to the theory of the company and how they identify it, (Strand and Freeman, 2013); with the participation, power and influence of interest groups and other theories related to self-interest; Because, as Porter and Kramer (2006) establish, CSR is a source of opportunity, innovation and competitive advantage that is oriented towards the creation of shared value and generates organizational results.

Corporate citizenship receives great attention, particularly from organizations that operate outside their internal markets. At the same time, multinationals have been (and still are) under pressure to flaunt good citizenship in every country or market where they operate

their businesses, as they have always been more closely monitored and scrutinized than national organizations. This will no doubt continue to be the situation for the foreseeable future. Camilleri (2017).

In the United States according to Altman et.al. (2000), (Carroll 1998) this issue became more important in the 1990s with the creation of the Ron Brown Award for Corporate Citizenship conferred by the President of the United States of the time, Bill Clinton, this increased awareness public about the concept and its application in the strategic management of organizations.

THE CONCEPT OF CORPORATE CITIZENSHIP

The concept of corporate citizenship does not have an explicitly agreed definition, it is seen from different perspectives and reminds us of the new political mandate of the commercial world that goes beyond the traditional understanding of social responsibilities, simply as a response to the expectations of the most powerful actors in society (Carroll 1979; Strand 1983), and has become a new responsibility of organizational politics that points in the direction of the common analysis of the political behavior of organizations with the help of concepts such as political strategy and organizational lobbying (Boddewyn and Brewer 1994; Hillman Keim and Schuler 2004).

In this way, according to (Maignan and Ferrell, 2000), the sociocultural consequences of real-time communication with global coverage of all types of information have encouraged corporate citizenship to be increasingly accepted as a set of desirable practices not only for society at large, but also for organizations and which has been developed through a variety of grassroots initiatives, such as funding employee education, promoting ethics training programs, adopting environmentally friendly policies, and sponsoring events. community.

It is even as stated by (Baron, 2001) that organizations compete socially for responsible customers by explicitly linking their social contribution to the sale of products, and for Altman and Vidaver-Cohen (2000) it can provide a strong rationale for an architecture of excellence, which is also provided by clients to organizations.

Corporate citizenship proposals assert that organizations with good corporate citizenship are conducting profit-maximizing businesses (Bagnoli and Watts, 2003), that is, organizations that have Corporate Citizenship as a recognized management practice and are closely associated with the growing belief that an organization that carries out corporate citizenship is good in terms of the identification and management of its interest groups, and for Waddock (2004) it is related to corporate citizenship and is manifested in the strategies and actions that an organization develops operationalize your relationships and impacts with stakeholders and the environment.

Corporate citizenship is conceptualized by Matten and Crane (2005) as the role that the organization must play in managing the corporate citizenship behavior of its employees. Such a definition reframes the notion that the organization is a citizen in itself (as individuals are), and recognizes that the organization administers certain aspects of citizenship for those individuals.

For their part, Siegel and Vitaliano (2007) define corporate citizenship as the participation of an organization in an activity that appears to promote social actions beyond what is established by current laws. They emphasize how corporate citizenship activity must be integrated with the differentiation strategy to obtain organizational results.

Corporate citizenship as a recognized management practice, according to Chieh-Peng Lin et al. (2010) is closely associated with the growing belief that an organization that performs corporate citizenship is good in terms of good behavior towards its stakeholders.

The proposal on corporate citizenship developed by de Chieh-Peng Lin et al. (2010) consists of four dimensions:

- (1) **Economic citizenship**, Refers to the organization's obligation to provide utilitarian benefits to its interest groups; Chieh-Peng Lin et al. (2010)
- (2) **Legal citizenship**, is the obligation to fulfill its organizational mission within the framework of legal requirements; Chieh-Peng Lin et al. (2010)
- (3) **Ethical citizenship**, is related to the organizational obligation to comply with moral rules and specify appropriate behavior in society; Chieh-Peng Lin et al. (2010) and
- (4) **Discretionary citizenship**, It is the autonomous decision of the organization to carry out activities that are not mandatory, not required by law, and expected of business in an ethical sense. Chieh-Peng Lin et al. (2010)

Corporate citizenship is a central element of the organizational strategy aimed at satisfying economic, social, and political needs to enhance the role of the organization in the decision-making process, with three elements of strategic value, namely, a) the market benefits in differentiation and cost reduction, b) anticipating limitations and c) preventing risks and satisfying environmental needs (Eberhard, 2011).

Corporate citizenship for Hansen et al., (2016) means that the organization must listen to the perceptions, power, and influence of interest groups, and for Kruggel, et.al. (2020) is the social commitment of organizations that exceeds the interests of clients and shareholders, it is a notorious topic in the practice of organizational management and has given rise to extensive research on individual citizenship in the organization.

The term Corporate Citizenship for Camilleri, and Sheehy, (2021) is used to describe the role of organizations in their sociopolitical environment. It recognizes that organizations are involved in social activity beyond financial activities and voluntarily assume the obligation to

contribute to the social well-being of a society. As the term citizen indicates, the notion has its roots in politics, which reveals a recognition of the organization as an actor and arises in response to non-market pressures.

From the review carried out and after carrying out a process of combination, fusion, and linking, we found that there are agreements on the meaning and purpose, but there are differences in their dimensions and indicators, based on the most notable contributions and on which the majority of The authors arrive at the following proposal of this definition: Corporate citizenship is a central element of the organizational strategy desirable not only for society in general but also for organizations and the obligation to contribute to the social well-being of an organization is voluntarily assumed. society surpassing the law, to satisfy the economic, social, and political needs and demands of its interest groups and enhance the role of the organization in the decision-making process, with three strategic value points, namely, a) the benefits market in differentiation and cost reduction, b) anticipating limitations and c) preventing risks and satisfying environmental needs, which is achieved by listening to the perceptions of interest groups and consists of four dimensions (1) economic citizenship; (2) legal citizenship; (3) ethical citizenship; (4) discretionary citizenship.

HYPOTHESIS

Corporate citizenship encourages commitment to stakeholders and is positively related to the social well-being of a society.

THE BEHAVIOR OF ORGANIZATIONAL CITIZENSHIP (OCC)

For employees to be affected by corporate citizenship, they must feel that corporate citizenship is important to them. People may have values that are more in line with self-improvement and won't care much about an organization's corporate citizenship actions.

ORGANIZATIONAL CITIZENSHIP BACKGROUND (OCC)

Organizational Citizenship Behavior (OCB) is one of the most notable topics and one of the most promising constructs that has recently emerged in modern strategic thinking. The OCB is influenced by the perceptions and attitudes that are manifested in the behaviors of the employees towards the organization and the work, which originates when Organ (1988) defined OCB as a group of expressions and discretionary positive behaviors that for Ahmed- - Fahim (2022) who takes up the notion proposed by Barnard (1938) in which CCO means the willingness to cooperate, and that of Katz (1964) who established it as spontaneous and innovative behaviors and actions.

OCB is considered important for the sustainability of the organization, it is a unique aspect of individual activity at work, originally defined by Organ (1988), it represents an

individual behavior that is optional, not recognized directly or indirectly by the reward system, which promotes the efficient and effective functioning of the organization. (Organ, 1988).

OCB has been consistently related to organizational effectiveness and (Podsakoff and MacKenzie, 1997) have characterized the behaviors of people in an organization in two dimensions: in-role behaviors and extra-role behaviors. Role behaviors involve those who do the least possible to maintain membership while performing an additional role.

Role behaviors for Podsakoff and MacKenzie, (1997) involve those who go beyond general expectations to promote effective synergy of the organization or to benefit others in the organization. Such extra-role behaviors are considered OCC. Examples of CCOs are notable when employees cooperate with others, orient new staff, volunteer for extra work, and help others in their work.

THE CONCEPT OF ORGANIZATIONAL CITIZENSHIP (OCC)

Previous studies have initially proposed two main dimensions of organizational citizenship behaviors: conscientiousness and altruism (Organ, 1988). Then sportsmanship, courtesy, and civility were added (Organ, 1988).

Altruism is characterized as a helping behavior that includes all discretionary behaviors that favor a specific person in the performance of an organization to perform a relevant task (Organ, 1988).

Politeness encompasses the behavior of being aware of how it affects others and trying to avoid creating problems with coworkers. Conscientiousness is discretionary behavior beyond the minimum role requirements expected by an organization (Organ, 1988).

Sportsmanship encompasses behaviors that focus on what is right rather than what is wrong in an organization.

Civic virtue is being constructively involved in the processes of an organization, going beyond the minimum required by one's immediate leader (Organ, 1988).

Collectively, being a matter of personal choice, OCBs are a special type of work behavior that is beneficial to the organization. and are discretionary, not explicitly or directly recognized by the formal rewards system established by the organization.

Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of the workplace role. Organizational Citizenship Behavior (OCB) involves various behaviors including helping others, volunteering for extra tasks, and obeying workplace rules and procedures. These behaviors describe "employee added value," which is a form of prosocial behavior, that is, positive, constructive, and meaningful social behavior to help (Adag & Resckhe, 1997).

Organizational citizenship behavior (OCB) is an important topic of organizational behavior (OC) aimed at improving efficiency, increasing productivity, and promoting employee

commitment, which also strengthens teamwork and participation within the organization. and generally maintains a good workplace environment (Rego et al., 2010; Ramezani et al., 2015; Taghinezhad et al., 2015; Chib, 2016).

For his part Ali, (2016); and Odor et al., (2019) agree that, if workers reinforce the effective functioning of the organization without any compensation, these are additional activities that are not formally rewarded and in return, there are no incentives. So OCB is related to actions carried out by human talent of their own will and consent, for the good of the organization in which they work, which is why it is most frequently described as contextual performance or practices and attitudes that exceed the call of commitment to the organization.

Regarding organizational citizenship behavior (OCB), Singh and Srivastava (2016) suggest that organizations should facilitate the process that leads to trust in management so that OCB makes employees more involved in additional role behaviors. , resulting in greater individual and organizational effectiveness.

Another position is that put forward by Chidir et al. (2020) according to which the behavior that is currently required by organizations is not only behavior that is limited to the regulations and behaviors of the organization in the role by the job description but is also oriented to extraneous behaviors role.

From their perspective, Desky et al. (2020) and Cahyono et al. (2020); propose Organizational Citizenship Behavior (OCB) as an individual choice or initiative not related to the formal rewards of the organization, but the results can increase organizational effectiveness, in which, OCB helps make the formal organizational environment a little relaxed but cooperative. A relaxed and cooperative environment is expected to improve employee productivity so that organizational effectiveness and efficiency will be achieved.

Organizational Citizenship Behavior (OCB) according to Nadeak et al. (2021) is the behavior of an individual who contributes more to the organization and the added value will increase the effectiveness of an organization.

According to Astuti et al. (2021), employees can help each other to achieve the organization's objectives, with behaviors that are not part of their main functions. Good employees tend to show OCB in their workplace so that the organization is better. The overall achievement requires better employee behavior.

For their part, Fikri et al. (2021) define OCB as the functional behavior of individuals with groups or organizations, who play roles outside the organization, it is a prosocial activity that directs individuals, groups, or organizations in achieving goals.

According to Astuti et al. (2021), employees can help each other to achieve the organization's objectives, with behaviors that are outside their core functions. Good employees

tend to display Organizational Citizenship Behaviors (OCB) in their workplace so that the organization is better.

For his part, Ahmed-Fahim (2022) suggests that two of the most important antecedents of the CCO are; organizational justice (JO) and job satisfaction (SL) and Purwanto et.al. (2022) establish that organizational citizenship behavior (OC) refers to employee activities that are discretionary (free), it refers to members' unsolicited contributions to the organizations that employ them.

From the review carried out and taking into account that there are agreements on the meaning and purpose, but there are differences in its dimensions and indicators and after carrying out a process of unification, union, integration and fusion based on the most notable aspects in which the The majority of the authors agree, the following definition is proposed: Organizational citizenship behavior (OCB) is a fundamental part of organizational behavior that improves efficiency, increases productivity, promotes employee commitment, strengthens work in team and cooperation within the organization and, in general, maintains a good workplace environment, represents individual behavior that is discretionary, manifested through behavioral roles that go beyond general expectations, to promote the effective functioning of the organization or to benefit others in it, whose main dimensions are: Altruism; Politeness ; Sportsmanship; Civic virtue and its most important antecedents; organizational justice (JO) and job satisfaction (SL).

HYPOTHESIS

Corporate citizenship (CC) generates Organizational Citizenship behavior (OCB) and is positively related to organizational results.

CORPORATE CITIZENSHIP (CC), ORGANIZATIONAL CITIZEN BEHAVIOR (CCO) and ORGANIZATIONAL RESULTS

One of the empirical findings of the study conducted by Chieh-Peng, et.al. (2010) indicates that the positive influence of perceived legal citizenship and perceived ethical citizenship on CCOs is provided due to social identity, and the effectiveness of corporate citizenship in generating goodwill towards the organization.

The study conducted by Khalif, et.al. (2018) in their work on the influence of organizational culture on employee performance found that OCB had a positive and significant effect on organizational culture.

The results that Jain and Rizvi obtained. (2020) establish that the corporate citizenship (CC) of an organization influences the organizational citizenship behavior (OCB) of workers. The study demonstrated that favorable perceptions of CC were associated with higher levels of OCC.

Jain and Rizvi's results. (2020) also shows that age and management level affect the relationship between CC and OCC. Based on the analysis, it can be seen that the four CC measures have a positive association with both dimensions of OCB.

For its part, Camacho et.al. (2020) found that organizations could use COC as a marketing strategy to differentiate their products or services from those offered by their rivals or improve their financial success, because organizations classified as good corporate citizens can be rewarded, for example, with greater consumer support.

The findings obtained by Jain and Rizvi. (2020) further reveal that of the four CC dimensions, ethical and discretionary measures are relatively strong statistical predictors of OCB, while discretionary citizenship impacts individual OCB, and when employees perceive their organization as ethical they find congruence of their values with those of the organization. This leads them to experience positive feelings of reciprocity toward the organization, so getting them excited to demonstrate CCO includes showing pride in the organization.

Research conducted by Ashwaq T. A. and, Sabah M. (2022) found a manifest relationship between overall corporate citizenship (CC) and job satisfaction, providing evidence that increasing the level of job satisfaction among employees will increase their levels of organizational citizenship behavior.

For Jain and Rizvi. (2020) Organizations should strive to be perceived not only by society at large but also by employees, as good corporate citizens. If employees perceive their organizations to be good corporate citizens, then they tend to strive to become good citizens of the organization, leading to more discretionary effort on their part toward achieving organizational goals, especially when organizations are committed. and are perceived by employees to conduct their businesses more ethically, along with making efforts to fulfill their social responsibility.

Jain and Rizvi's conclusions. (2020) reveals that an organization must make sincere efforts to be good Corporate Citizenship (CC) and achieve a positive impact on all its stakeholders, specifically employees since it leads to greater commitment on the part of the latter.

The study of Jain and Rizvi. (2020) supports the fact that it is convenient for organizations to recognize how employees' perception of their CC influences their collaborators. Furthermore, it is very important for managers to make statements and take notable actions, leading by example, to transmit the citizenship practices they are adopting, to obtain a better corporate image; achieve a competitive advantage, and provide internal branding for stakeholders whose commitment and work attitudes would lead to improved performance and productivity.

The findings of the study by Jain and Rizvson (2020) are relevant and can be applied in any organization that wants to influence the behavior of its employees at work. The study establishes that the dimensions of CC have an impact on OCC. Therefore, to take advantage of this relationship, an organization needs to communicate to its employees its actions aimed at becoming a good corporate citizen.

For their part, Nasiatin et al. (2021) found that individual differences predict that they play an important role in a collaborator if they show their Organizational Citizenship Behavior (OCB), reveal who they are or what their personality is like that will make them more likely to have them.

The results obtained by Choi; Ha; Choi, (2022) offer an explanation of how a leader's humor could strengthen or weaken employees' change-oriented organizational citizenship behavior by demonstrating that team commitment fosters the positive link between a leader's affiliation, his or her humor, and change-oriented organizational citizenship behavior.

Likewise Choi; et.al. (2022) in their results show that followers develop commitment to the team and as a result experience leaders' affiliative² humor which, in turn, facilitates their orientation towards CC change in organizations.

Choi findings; et.al. (2022) enrich the knowledge of how leader humor affects the additional role behaviors of collaborators that are critical to promoting innovation based on increasing change-oriented organizational citizenship behavior, leaders must use forms of humor (for example, affiliative humor) rather than negative types of humor (for example, aggressive humor).

From the studies carried out by Chang, and Uen, (2022) it is inferred that mentoring functions (FT) favor the strengthening of new employees and the OCB. This result is consistent with those of previous studies by Ghosh et al., (2012) and Eby et al., (2015). FTs allow organizations to contribute resources to employee training. Employees who receive organizational support may experience spiral learning progress presenting high OCB. Therefore, organizational resources can be invested through mentoring systems to encourage employees to perform OCB and as a result of the experience, a spiral effect of organizational outcomes is generated.

The findings of Chang, and Uen, (2022) indicate that when an organization engages in mentoring functions (TF) to provide resources such as career and work support to employees, employees imitate their supervisors and demonstrate their COC.

² The concept of affiliative humor is conceived from self-acceptance, it implies high levels of proclivity to express oneself in a joking way, with jokes and in a fun way with one's collaborators, which facilitates the achievement of good interpersonal relationships and lowers the levels of tension in the organization.

In his research, Ahmed-Fahim (2022) concludes that people who feel satisfied with their work generally want to maintain good relationships with their coworkers, to achieve maximum work performance and continue working in the organization.

Likewise, Ahmed-Fahim (2022) found that employees generally want their organization to be a good place to work, now and in the future. They may not only be concerned about the consequences of their performance and concerned about the organization's policies and goals, but they are also more concerned about the accomplishment of others' tasks and the overall success of the organization. Therefore, they must encourage their colleagues to achieve good job performance, encouraging them to voluntarily take on additional roles.

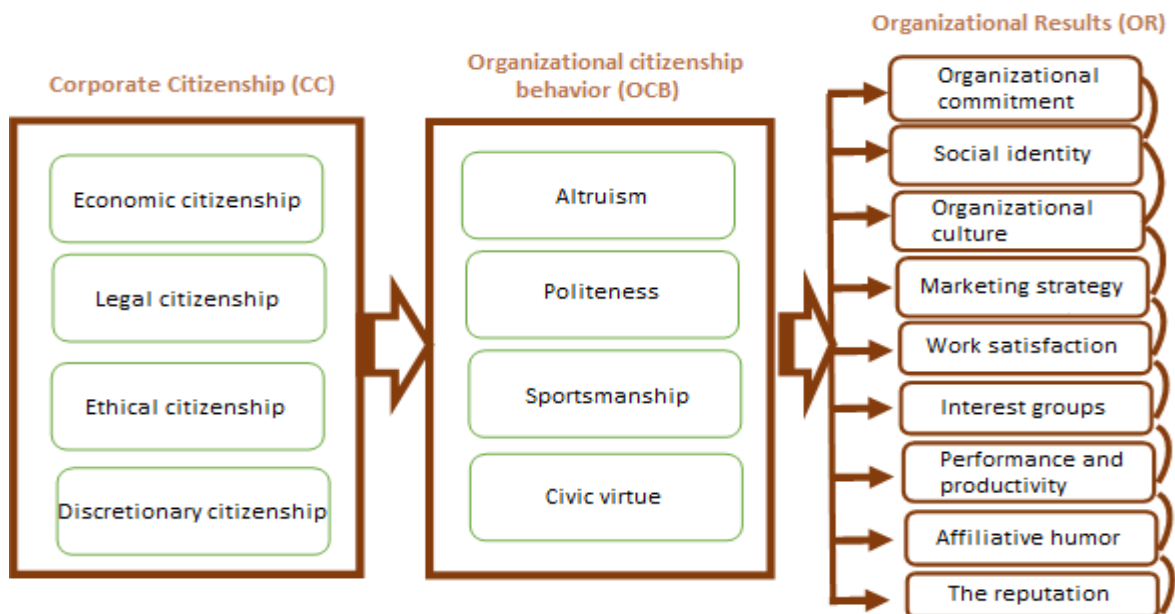
From the review carried out, the proposal of a model of Corporate citizenship and organizational citizenship behavior arises, in which corporate citizenship (CC) has four dimensions: Economic citizenship; Legal citizenship; Ethical Citizenship, Discretionary Citizenship; and Organizational Citizenship Behavior (OCB) with its four dimensions: altruism; Politeness; Sportsmanship and civic virtue, finally, organizational results that are manifested in nine dimensions: Organizational commitment; Social identity; The organizational culture; Marketing strategies; Job satisfaction; Interest groups (Stakeholders); Performance and productivity; Affiliative humor and reputation. (See Figure 1)

HYPOTHESIS

Organizational citizenship behavior is a mediating instrument between corporate citizenship and organizational results.

Figure 1

Corporate citizenship (CC) and organizational citizenship behavior (OCB)



Note. Prepared by the author

CONCLUSIONS

The concept of organizational citizenship has its origin in the studies of Hackett (1969) that are published in his article entitled "Corporate citizenship—Resolution of a dilemma, although there were already companies such as Bosch or Siemens in Germany that were socially involved since 1920.

Organizational citizenship acquired great relevance in the United States with the emergence in 1996 of a new presidential award. The response was immediate and enthusiastic and it is now an excellent award. It is an honor to receive recognition as an organization that has achieved excellent relationships with employees. and communities of exemplary quality.

The effectiveness of corporate citizenship is reflected in goodwill toward the organization, because when employees perceive it as ethical, they experience positive feelings of reciprocity toward the organization, thus enthusing them to demonstrate organizational OCB, and job satisfaction, including showing Pride in the organization and finding congruence of its values with those of the organization has a significant influence on organizational culture. Therefore, the Corporate Citizenship (CC) of an organization influences the Individual Organizational Citizenship (OCC) of the workers.

Corporate citizenship can be conceived as a framework that allows the promotion socially positive practices that improve the legitimacy of organizations among their interest groups. Corporate citizenship practices, including corporate social responsibility and environmental, sustainable practices can be stimulated by institutional and/or interest group pressures.

Organizations must strive to be perceived by stakeholders as good corporate citizens. If employees perceive their organizations to be good corporate citizens, then they tend to strive to behave as good citizens of the organization, leading to more discretionary effort on their part toward achieving organizational goals, especially when organizations are committed. and are perceived by employees to conduct their business ethically.

This study can serve as a reference and basis for subsequent empirical studies and it would be interesting to conduct a study on the organization to know the most influential factors of OCB in achieving organizational goals.

BUSINESS IMPLICATIONS

If employees feel accepted as an integral part of the organization, this will have consequences on the commitment to carry out joint tasks due to their sense of belonging to the organization. The existence of additional role behaviors possessed by employees will foster the ability to take on new responsibilities and learn new skills to improve their work capabilities. Organizations can improve the additional role behavior patterns that exist in

current employees, developing existing commitments, maintaining a conducive work environment, and maintaining two-way communication patterns between leaders and followers.

REFERENCES

Please refer to the articles in Spanish Bibliography.

BIBLIOGRAPHICAL ABSTRACT

Please refer to articles Spanish Biographical abstract.