

Influence factors of organizational citizenship behaviors in Latin American countries: a Brazilian case study

OCBs in Latin America: a Brazilian case study

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Factores de influencia de los comportamientos de ciudadanía organizacional en países de América Latina: Un estudio de caso Brasileño

Received 21 July 2023
Revised 31 December 2023
6 May 2024
22 May 2024
Accepted 22 May 2024

Fatores influenciadores dos comportamentos de cidadania organizacional em países da América Latina: Um estudo de caso Brasileiro

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Abstract

Purpose – Research on organizational citizenship behavior (OCB) has been based on Western developed economies' samples (or specific Eastern countries such as China and Saudi Arabia), lacking attention to developing contexts (Latin America). Even though OCBs' antecedents in the Global North context have been thoroughly explored, Corporate Social Responsibility's (CSR) perceptions and organizational commitment's (OC) roles are "under-studied" in such developing contexts. This study aims to respond to the call for research on the behavioral perspective on CSR in Latin America, challenging implicit assumptions of theories developed in Western developed countries, related to the employees' CSR perceptions and OC and OCB research.



Funding: This research was supported by FCT (2021.05609.BD), project UIDB/04630/2020 and DOI identifier 10.54499/UIDB/04630/2020.

Conflicts of interest/competing interests: The authors have no conflicts of interest to declare that are relevant to the content of this article.

Design/methodology/approach – In a postpositivist approach, the authors tested whether CSR and OC directly affect OCB, exploring OCB's five dimensions – altruism, courtesy, consciousness, civic virtue and sportsmanship, with a main hypothesis that CSR and OC directly affect OCBs. The sample comprises responses from 1,059 employees from public and private Higher Education Institutions (HEIs) in Brazil – the largest economy in Latin America, yet a collectivistic society developing country, in which OCB phenomena is still underexplored or done to a lesser extent.

Findings – Whenever positively perceiving their organizations' CSR activities, employees identify strongly with the organization, influencing positive job outcomes such as OC and OCBs. Findings indicate that despite not perfectly fitting non-North American contexts, the OCB five-dimension structure is positively related to employees' CSR perception, confirming OC's stronger role in the Brazilian context. Indeed, findings confirm OC's influence over all OCB dimensions, re-stating it as a stronger predictor of behaviors like consciousness (compliance), civic virtue and sportsmanship.

Originality/value – This research accepted the challenge of bringing OC back to OCB research. Indeed, seminal work had implied OC as a robust and significant predictor of the OCB, yet in Western developed economies. The scarcity of research on the matter in developing collectivist economies such as Brazil, justifies this study's novelty and appropriateness.

Keywords Organizational citizenship behavior, Organizational commitment, Social identity theory, Higher education institutions, Corporate social responsibility, Latin America, Developing economies

Paper type Research paper

Resumen

Objetivo – La investigación sobre el organizational citizenship behavior (OCB) se ha basado en muestras de economías desarrolladas occidentales (o países orientales específicos como China y Arabia Saudita), sin prestar atención a los contextos en desarrollo (América Latina). Aunque se han explorado a fondo los antecedentes de las OCB en el contexto del Hemisferio Norte Global, las percepciones de la Responsabilidad Social Empresarial (RSE) y los roles del compromiso organizacional (CO) están “poco estudiados” en tales contextos en desarrollo. Respondemos al llamado a investigar la perspectiva conductual de la RSE en América Latina, desafiando los supuestos implícitos de las teorías desarrolladas en los países desarrollados occidentales, relacionadas con las percepciones de RSE de los empleados y las investigaciones sobre OC y OCB.

Diseño/metodología/enfoque – En un enfoque pos-positivista, probamos si la RSE y el OC afectan directamente al OCB, explorando las cinco dimensiones del OCB: altruismo, cortesía, conciencia, virtud cívica y espíritu deportivo, con la hipótesis principal de que la RSE y el OC afectan directamente a los OCB. La muestra comprende respuestas de 1.059 empleados de instituciones de educación superior (IES) públicas y privadas en Brasil, la economía más grande de América Latina, pero un país en desarrollo con una sociedad colectivista, en el que los fenómenos OCB aún están poco explorados o se realizan en menor medida.

Resultados – Siempre que perciben positivamente las actividades de RSE de sus organizaciones, los empleados se identifican fuertemente con la organización, lo que influye en resultados laborales positivos, como OC y OCB. Los hallazgos indican que, a pesar de no encajar perfectamente en contextos fuera de América del Norte, la estructura de cinco dimensiones de OCB está positivamente relacionada con la percepción de RSE de los empleados, lo que confirma el papel más fuerte del OC en el contexto brasileño. De hecho, los hallazgos confirman la influencia del compromiso organizacional sobre todas las dimensiones del OCB, reformándolo como un predictor más fuerte de comportamientos como la conciencia (cumplimiento), la virtud cívica y el espíritu deportivo.

Originalidad – Esta investigación aceptó el desafío de devolver el OC a la investigación de OCB. De hecho, un trabajo fundamental había implicado que el OC era un predictor sólido y significativo del OCB, incluso en las economías desarrolladas occidentales. La escasez de investigaciones sobre el tema en economías colectivistas en desarrollo como Brasil, justifica la novedad y pertinencia de este estudio.

Palabras clave Comportamiento ciudadano organizacional, Compromiso organizacional, Teoría de la identidad social, Instituciones de educación superior, Responsabilidad social corporativa, América Latina, Economías en desarrollo

Tipo de artículo Trabajo de investigación

Resumo

Propósito – A investigação sobre o comportamento de organizational citizenship behavior (OCB) tem-se baseado em amostras de economias desenvolvidas ocidentais (ou de países orientais específicos, como a China

e a Arábia Saudita), sem atenção aos contextos em desenvolvimento (América Latina). Embora os antecedentes dos OCBs no contexto do Hemisfério Norte tenham sido exaustivamente explorados, as percepções da Responsabilidade Social Corporativa (RSE) e os papéis do organizational commitment (OC) são “subestudados” nesses contextos em desenvolvimento. Respondemos ao apelo por pesquisas sobre a perspectiva comportamental da RSE na América Latina, desafiando pressupostos implícitos de teorias desenvolvidas nos países ocidentais desenvolvidos, relacionadas às percepções de RSC dos funcionários e às pesquisas de OC e OCB.

Design/metodologia/abordagem – Numa abordagem pós-positivista, testamos se a Responsabilidade Social Corporativa e o OC afectam directamente o OCB, explorando as cinco dimensões do OCB – altruísmo, cortesia, consciência, virtude cívica e espírito desportivo, com a hipótese principal de que a RSE e o OC afectam directamente os OCB. A amostra compreende respostas de 1.059 funcionários de Instituições de Ensino Superior (IES) públicas e privadas do Brasil – a maior economia da América Latina, mas um país em desenvolvimento com sociedade coletivista, no qual o fenómeno do OCB ainda é subexplorado ou realizado em menor grau.

Resultados – Sempre que percebem positivamente as atividades de RSE das suas organizações, os funcionários identificam-se fortemente com a organização, influenciando resultados positivos do trabalho, como OC e OCBs. Os resultados indicam que, apesar de não se ajustar perfeitamente aos contextos não norte-americanos, a estrutura de cinco dimensões do OCB está positivamente relacionada com a percepção de RSE dos funcionários, confirmando o papel mais forte do OC no contexto brasileiro. Na verdade, os resultados confirmam a influência do compromisso organizacional sobre todas as dimensões do OCB, reafirmando-o como um preditor mais forte de comportamentos como consciência (conformidade), virtude cívica e espírito desportivo.

Originalidade – Esta pesquisa aceitou o desafio de trazer o OC de volta à pesquisa de OCB. Na verdade, o trabalho seminal tinha implicado o OC como um preditor robusto e significativo do OCB, ainda nas economias desenvolvidas ocidentais. A escassez de pesquisas sobre o assunto nas economias coletivistas em desenvolvimento, como o Brasil, justifica a novidade e a adequação deste estudo.

Palavras-chave Comportamento de cidadania organizacional, Compromisso organizacional, Teoria da identidade social, Instituições de ensino superior, Responsabilidade social corporativa, América Latina, Economias em desenvolvimento

Tipo de papel Trabalho de pesquisa

Introduction

Organizational citizenship behaviors (OCBs) are known as typical outcomes of the company's corporate social responsibility (CSR) initiatives (Bhattacharya *et al.*, 2009; Manika *et al.*, 2013). Individuals who identify with a social entity and feel a connection with it derive their individual self-image from their attributes as members of that group (Tajfel and Turner, 1979). Whenever employees feel belonging to a reputable organization, their social identity is enhanced, which in turn, strengthens their attitudes toward work (Silva *et al.*, 2023). Moreover, employees of recognized socially responsible organizations (ethical and value-driven) are also viewed more positively by coworkers, improving their social identity and feeling fulfilled in their jobs (Silva *et al.*, 2023). Our study responds to Aguinis *et al.*'s (2020a) call for research on the behavioral perspective on CSR in Latin America, challenging implicit assumptions of theories developed in Western developed countries, not only related to the employees' CSR perceptions but also to organizational commitment (OC) and OCB.

Research on OCB, which refers to employees' behaviors that are not formally recognized by the organization but broadly benefiting it (Cheema *et al.*, 2020; Gonzalez *et al.*, 2016; Williams and Anderson, 1991), has been primarily based on samples from Western countries, such as the USA (Organ, 2018), with little attention directed to other international contexts, such as Latin America (i.e. Brazil) (Fernandes *et al.*, 2021; Ferreira *et al.*, 2006). The present research aims to address the gap in OCB research in “under-studied” contexts (Fernandes *et al.*, 2021). It also contributes to broadening perspectives on OCB (Estivaleta *et al.*, 2014).

Economic development, institutional and political arrangements, history and demographics shape social standards and cultural values in each country, potentially influencing OCB (Farh *et al.*, 2008). Indeed, professionals (technicians and/or managers) from developed countries, whenever placed in developing countries, struggle to adapt to such contexts mostly due to cultural differences in values between the local culture and their own (Ferreira *et al.*, 2006). One of the most inequitable regions in the world, Latin America provides unique contexts for management research (Aguinis *et al.*, 2020b). Nonetheless, seminal cross-cultural research also indicates that differences on work motivations, organizational attainment and behaviors rather than predominantly opposite or in absolute contrast, might indeed diverge or vary on intensity (Kirkman and Shapiro, 2001; Man and Lam, 2003; Smith, 2011). Even though behavior differences are nuanced (or modest), one shall not take it for trivial (Smith, 2011). Hence, exploratory works comparing and contrasting collectivist and individualistic behaviors, in diverse contexts are not only suggested, but demanded.

Prior research testing OCB in diverse contexts (i.e. China, US, etc) indicated that even though some items were common among them, others were valid only for the former not for the latter (and vice versa). This implies that such differences might be due to cultural aspects and implicit psychological contracts (Farh *et al.*, 1997, 2004).

Given OCB is not culture-free (Farh *et al.*, 2004), we opted to investigate the phenomena in Brazil, the largest economy in Latin America (Statista, 2023), yet among those considered collectivistic societies (when comparing the four largest economies – Argentina, Brazil, Colombia and Mexico) (Gouveia and Ros, 2000; Hofstede, 2020). Different from the Western individualistic economies (e.g. USA and Argentina), Brazilian professionals (employees) do business while building up trustworthy and long-lasting relationships – getting to know each other before engaging in business discussions (Hofstede and McCrae, 2004). Even though considered the lowest country in Latin America in terms of in-group collectivism (both in values and practices), Brazil stands among the highest scores on institutional collectivism values worldwide, particularly the second highest in Latin America in terms of values and sixth concerning practices (GLOBE Foundation, 2004). While the former relates to the extent to which people in a society are willing to show their allegiance, pride and cohesion to others, particularly their families and organizations; the latter comprises the extent to which corporate and societal institutional systems foster and reward communal resource distribution and collective action (GLOBE Foundation, 2019).

When compared to its Latin America counterparts, Brazil confirms itself as a coherent choice pertaining developing and collectivistic society. Argentina, for instance, presents itself as the second more collectivist (6th highest in terms of values and 10th when it comes practices), followed by Colombia (5th in values and 7th practices) and Mexico (least institutional collectivist in terms of values and 1st in practices) (GLOBE Foundation, 2004). As almost directly opposed to Eastern Europe's, and connected to Anglo's clusters (Ollier-Malaterre and Foucreault, 2018); Latin America (i.e. Brazil) sustains its value as more than a good resource for management and OCB research, a great source of future comparison.

We aim to contribute to knowledge development and respond to a call for studies that test the existing theory through deeper contextualization (Cummings and Bridgman, 2016). Additionally, we aim to refine existing theoretical explanations by acknowledging cultural differences (Chiaburu *et al.*, 2015), indicating some effects of specific contexts, culture and social conditioning on such relationships. Moreover, we aim to enhance research on and consolidation of the theme of OCB in Brazil, identified as underexplored (Estivaleta *et al.*, 2014).

Tendencies toward individualism and collectivism exist within every individual and society, reflecting a continuum of these orientations (Triandis, 2018). In collectivist-oriented Eastern cultures, OCBs are considered “normal” behaviors; in Western cultures (individualistic-oriented countries) OCBs are recognized as extra-role – neither directly related to their job scope (Manimegalai and Baral, 2018) nor formally acknowledged (Farh *et al.*, 1997), yet beneficial to the organization (Cheema *et al.*, 2020; Sarfraz *et al.*, 2018) and conducive to effective workplace functioning (Singh *et al.*, 2019). Contrary to the emotional detachment often associated with individualists, members of collectivistic cultures shape their self-concepts and behaviors on group affiliations, fostering interdependencies and striving for behaviors that maintain harmonious relationships with other members of their groups (Hofstede, 2001; Triandis, 2018).

The key distinction between individualist from collectivist societies is the “range” of one’s care for others. While in the former individuals commonly look after themselves and their direct family only, individuals from the latter typically belong to “in groups” and take care of “their own” in exchange for loyalty (Hofstede, 2020). Prior research already implied collectivism’ positive influence on employees’ behavior and affective commitment (Ferreira *et al.*, 2006), highlighting the need to explore the difference between social behaviors in individualist and collectivist cultures (Triandis, 2018). Effectively, seminal research with workers from public and private enterprises in Argentina, Brazil and Mexico has shown that collectivist orientations (collectivism values and practices) can moderate the relationships between organizational justice perceptions and OCBs (Omar *et al.*, 2007). Hence, we opted to scrutinize the phenomenon in a perceived collectivist and developing society, testing the same OCBs antecedents well-known in more individualistic contexts.

This research brings OC, as a measure of an individual’s attachment to an organization and its goals and values (Mowday *et al.*, 1982a; Williams and Anderson, 1991) – back to OCB research. While seminal work with less collectivist context such as Kwait failed to confirm the positive relationship between OC and OCB (Alotaibi, 2001), others implied that OC is a robust and significant predictor of the OCB, research on this relationship is scarce (Fernandes *et al.*, 2021). We re-evaluate the role of OC in influencing OCBs and examine the relationship between CSR perceptions, OC and employee OCBs. Therefore, we explore OCB’s five dimensions – altruism, courtesy, consciousness, civic virtue and sportsmanship – in a non-Nort American developing context, aiming to answer the next research question:

RQ1. Would CSR perceptions and organizational commitment affect differently each dimension of the five-factor OCB?

Among Hofstede’s (2001) cultural patterns, individualism-collectivism has been the most frequently investigated dimension (Ferreira *et al.*, 2006), consistently demonstrating its power in predicting the diverse attitudes and psychosocial conduct between different national groups (Ferreira *et al.*, 2006). Prior research further enlightens cultural differences limitations and underestimations resulting from researchers’ limited and predominant focus on business organizations (rather than on government, schools, universities, hospitals, religious, military, supranational or non-governmental organizations) (Smith, 2011).

Considering that organizations are shaped by the behavior of their members in the workplace (Aguiar, 2005), we opted to analyze the attitudes and behaviors of employees of Higher Education Institutions (HEIs). This decision considered their role as change agents in advancing sustainable practices in distinctive cultures and contexts (Pedro *et al.*, 2021; Stephens *et al.*, 2008). Given that HEIs combine specialists from diverse areas, excellent research centers and students with a wide range of academic interests, they hold an important role that goes further from just employability but provide a cultural compass,

endorse democratic values and culture and promote critical thinking (European University Association, 2021), exerting a profound influence on society (Stephens *et al.*, 2008).

Henceforth, the heterogeneity of economic sectors and sciences (biological, exact, natural and social), as well as different lines of reasoning and action present in HEIs, allows for capturing the perceptions of professionals from different areas. We acknowledge that the HEI emphasis on knowledge dissemination, research and academic growth may differ from conventional organizations such as manufacturing firms. However, one might recognize that insofar as faculty members, professors and researchers are “officers [sic] of the college or university in which he or she fulfills professional duties” (Robert, 2001, p. 39); and that these professionals, while inserted in the academic environment, also develop 360° relationships within the organization, interacting with peers, superiors and subordinates. Moreover, influenced by the global context marked by the triumph of market forces and the reorientation toward deregulation, privatization and liberalization of state policies, public services have undergone “businesslike” transformations, becoming less “public” and more under the “new public management” (Haque, 2001). Recent globalization (or liberalization) processes have forced the public services’ management to prioritize economic concerns (related to economic growth and productivity), over socioeconomic and nation-building progress (Haque, 2001). In conclusion, our sample choices were primarily based on theoretical sampling, based on emergent theory rather than on statistical considerations (Flores *et al.*, 2023).

Following the GLOBE researchers’ premises, we used respondents’ perceptions of the practices and values prevailing in the context in which they are embedded (as measures of culture traits), in contrast to the customary reliance on respondents’ descriptions of their personal values or beliefs. Hence, we adopted the ratings of practices perceived by each individual (performed and seen around them), as prevailing stereotypical characterizations of the typical behaviors in one’s culture (Brodbeck *et al.*, 2004; Smith, 2011), as well as allowing future comparisons across various geographical and industrial settings.

It is important to note that the positive relationship between perceived CSR and OC, and OCB toward the organization has been tested before (see Azim, 2016). However, Azim’s (2016) previous studies on the CSR→OCB relationship had approached the latter using the two-dimensions construct approach (toward the individual – OCB-I vs toward the organizations – OCB-O) while scrutinizing OC’s mediating role. Our goal is to build upon existing research and to examine how CSR perceptions and OC relate to each OCB’s dimensions – altruism, courtesy, consciousness, civic virtue and sportsmanship – providing granularity to the behavior, particularly on non-north American, collectivist, unequal, developing contexts such as Brazil and Latin America. An array of OCB’s conceptualizations has been discussed over the years (Bateman and Organ, 1983; Dyne *et al.*, 1994; Fernandes *et al.*, 2021; Smith *et al.*, 1983). Given that OCB’s conceptualization (unidimensional vs multidimensional) may vary based on the context where it is being applied, we opted to apply Organ’s (2015) OCB’s five-dimensional structure.

Further, we tested OC’s dual role as OCBs’ dependent variable and mediator. Our study’s design aims to overcome prior research’s limitations, and humbly contribute to management and strategy knowledge.

Our findings suggest that when employees have a positive perception of their organizations’ CSR activities, they identify strongly with the organization, which influences positive job outcomes, such as OC and OCBs. The results indicate that although the five-dimensions structure of OCB does not perfectly fit the non-North American contexts – represented by Brazilian HEIs’ academic staff – it is related to employees’ CSR perceptions. Indeed, our findings confirm the influence of OC on all OCB dimensions, re-stating it as a

stronger predictor of behaviors such as consciousness (compliance), civic virtue and sportsmanship.

In terms of practical implications, our findings suggest that managers of private HEIs can enhance employee retention through CSR initiatives. Policymakers and managers of public HEIs, on the other hand, can optimize budgets by focusing efforts on perceptions of CSR initiatives that are specifically related to the courtesy dimension of OCB. Nonetheless, both public and private employees of HEIs are likely to respond positively to CSR initiatives, further leading to OCBs.

By confirming the role of OC as a key variable in influencing desired OCBs (even in non-north American contexts), we offer managers of HEIs an alternative path to achieving the results of CSR initiatives among internal clients (employees) – fostering actions that also boost employee commitment. We highlight the collectivism spirit that arises among committed employees in Latin countries like Brazil, suggesting that managers and strategists can benefit from actions focused on enhancing employees' OC, particularly among those employees self-identifying as men.

Literature review

A brief overview of Brazil's economic context, coupled with the rationale behind its choice for research, is not only timely but imperative. Ranking as the world's fifth largest and most populous country, the 10th largest global economy in the world and the largest in Latin America (James *et al.*, 2023), Brazil's economic history is marked by three diverse periods: first one of economic stabilization, laying the foundations for the second period of economic growth (and inequalities reduction), ending with one of crisis (Delivorias, 2022). Within Latin America (perceived as a “natural laboratory” for management research), Brazil's recent transition from a state-centered to a market-oriented model presents distinctive conditions for developing and testing management theories (Aguinis *et al.*, 2020b).

As one of the oldest members of the BRICS (Brazil, Russia, India, China and South Africa) block, Brazil plays a relevant role in contributing to multipolarity and multilateralism for the Global South interests (CFR, 2023). Moreover, Brazil's evolving economic context influences its working population's actions and behaviors (Klein *et al.*, 2022) – including OCBs. As a developing country, Brazil faces unparalleled overlapping shocks and historical structural challenges, namely: high inequality; low levels of educational attainment; and deterioration in the poverty outlook and human capital accumulation (The World Bank, 2023). Even though considered the tenth largest economy in the world and the largest in Latin America (Delivorias, 2022), Brazil's economic growth has been weak, with the OECD forecasting growth rates of 1% in 2023 and 1.1% in 2024 (Agência Lusa, 2023). Yet, Brazil remains one of the most unequal societies in the contemporary world (Delivorias, 2022).

As aforementioned, national culture may affect organizational members' behavior, particularly in the Latin American job market, which experiences a sociocultural reality quite different from that of North America and Europe (Ferreira *et al.*, 2006). Considering the economic context of a country, research on OCB can assist managers and policymakers in understanding employee behavior and developing effective initiatives to nurture desired OCBs. Members of collectivistic cultures are more prone to condition their self-concepts and behaviors on the groups they belong to, establishing interdependence relations within them and, adopting behaviors and attitudes that enable the maintenance of harmonious relationships with other members of their groups (Ferreira *et al.*, 2006). In such collectivistic countries like Brazil, people deal with each other not as individuals but as members of collectives (and according to their in-group roles) focused on maintaining close relationships,

while in individualist cultures people deal with each other as individuals paying little or no attention to others' group memberships (Triandis, 2018).

Latin American research has emphasized individualism-collectivism as a useful dimension to explain various organizational phenomena (Ferreira *et al.*, 2006). Prior research has made evident that interpersonal relations within Brazilian companies not only extend their employees' personal lives but also blend into their professional lives (Silva *et al.*, 2015). In sum, while individualists place more value on their own interests and personal achievements, collectivists place greater importance on collective well-being and group goals (Ferreira *et al.*, 2006).

Considering that job satisfaction between public and private employees may vary due to differences in resources and job demands faced by each group (Gastearena-Balda *et al.*, 2021), we explored whether OCB follows a similar pattern. Hence we compared data from public and private HEIs employees. Prior research investigated public servants' (including Brazilian HEIs employees) motivations to employ discretionary work efforts insofar as the individual's efforts in the organization go beyond the minimally required by managers and have found that such behaviors mostly occur unconsciously (Gonzalez *et al.*, 2016). To the best of the authors' knowledge, few explored OCBs as consequents of OC and CSR perceptions, particularly in HEIs, motivating the present study.

Despite the historical public nature of Brazilian higher education, the sector is eminently private, including HEIs ruled under a dual tax regime (profit and not profit, with and without tax exemption) (Silva Junior *et al.*, 2017). Indeed, most private HEIs are either sponsored or owned by publicly traded corporations (SA), with shares traded on the stock exchange (BM&FBOVESPA) (Silva Junior *et al.*, 2017), enacting under similar drivers and structures as those organizations in the private sector. Acknowledging that Brazilian public HEIs structures diverge from those in private-sector organizations (particularly due to frequent governmental support and incentives) (Cunha and Souza, 2018; Silva Junior *et al.*, 2017) we opted to collect data from both public and private HEIs.

While public HEIs in Brazil feature professors with doctorates working on a full-time basis, private HEIs primarily employ academic staff with master's degrees and specialists who split their work routines between HEIs and other employers (Cunha and Souza, 2018). Hence, we infer that private HEIs faculty interactions outside (and combined with) HEIs shall resemble the thoughts and feelings of employees in organizations from most private sectors. Hence professors and researchers from 66 public and 52 private HEIs in Brazil, were invited to participate in the study, resulting in a final sample of 1.059 valid observations.

CSR encompasses various terms reflecting the relationship between business and society, including sustainable development (Lombardi *et al.*, 2010), sustainability, corporate responsibility, corporate citizenship and CSR (Setó-Pamies, 2015). Nonetheless, CSR actions should respond to market forces, legal requirements and social pressures complying with what is right, just and fair (Harjoto *et al.*, 2015). Therefore, CSR embodies those corporate actions that aim to positively impact stakeholders beyond economic interests (Nazir and Islam, 2019), and legal obligations (Turker, 2009).

Even though "employees are actively thinking about and making sense of their organization and their roles as employees, individuals and members of society" (Aguinis *et al.*, 2020a, p. 428), CSR initiatives may differently influence each stakeholder. CSR's effects might vary according to the employee's sensemaking, and meaningfulness experienced from those CSR initiatives (Aguinis and Glavas, 2019). From the social exchange perspective, employees perform behaviors that go beyond their call of duty (i.e. OCBs) (Organ, 1988) to reciprocate the fair treatment they receive (Martinez and Gómez, 2013). Hence, whenever employees perceive their organization's CSR activities positively, they

develop a strong identification with the organization (social identification), turning employees into allies (Gómez *et al.*, 2022), influencing positive job outcomes (Aguinis *et al.*, 2020a), particularly work engagement and OCB (Manimegalai and Baral, 2018). In a positive cycle, a corporate reputation based on CSR activities generates positive attitudes among employees and attracts their support (Taghian *et al.*, 2015). Hence, employees' attitudes may vary depending on their perception of personal benefits resulting from the organization's engagement in CSR activities (Bhattacharya *et al.*, 2009).

Research on CSR initiatives normally involves the following outcomes: employee engagement OCB (Azim, 2016), and organizational pride (Manimegalai and Baral, 2018). The company's reputation on social issues can influence workers' attitudes, establishing a relationship between corporate citizenship and socially responsible work attitudes (Peterson, 2004). Thereby, employees' attitudes can be influenced not only by issues of primary importance but also by the company's reputation in terms of CSR (Manimegalai and Baral, 2018). Positive outcomes are linked to embedded CSR initiatives (perceived as such by employees), while negative employee outcomes arise from peripheral CSR (usually perceived as "the dark side" of CSR) (Aguinis *et al.*, 2020a). Thus, companies investing in embedded initiatives to increase employees' awareness of CSR initiatives (and results) might benefit from the encouragement of OCB (Aguinis *et al.*, 2020a; Hansen *et al.*, 2011).

Hitherto, the implications of CSR initiatives in employees' perceptions and attitudes remain complex. Recent studies investigated reasons for and how employees experience CSR, and in which ways such experiences lead to positive (or negative) outcomes, both for themselves and their organizations (Aguinis and Glavas, 2019; Azim, 2016). The degree to which stakeholders support a particular CSR initiative is expected to moderate the degree to which employees benefit from it, thus defining the stakeholder-company relationship (Bhattacharya *et al.*, 2009). Such a relationship thereby leads to OC (Turker, 2009) and OCBs (Azim, 2016; Bhattacharya *et al.*, 2009).

Insofar as a powerful tool to mitigate job burnout (Safari *et al.*, 2020), OC represents the relative measure of an individual's commitment and attachment to an organization (Williams and Anderson, 1991), including its goals and values (Mowday *et al.*, 1982a). It is implied that an organization's prestige and attractiveness effectively enhance employees' commitment as their identification and membership with the organization reinforce their self-concept and worth (Silva *et al.*, 2023). Employees were found prone to be more engaged or committed to those organizations perceived as inclusive, or holding an inclusion culture within it (Jerónimo *et al.*, 2022).

Moreover, the association between corporate citizenship and OC can be significant, and employees are particularly responsive to the organization's CSR efforts to meet their social responsibilities (afar those imposed by legal and ethical requirements) (Maignan and Ferrell, 2001). Perceptions of CSR initiatives toward social and non-social stakeholders, employees and customers are strong and significant predictors of OC (Turker, 2009). Therefore, CSR is expected to have a positive effect on OC (Silva *et al.*, 2023), supporting our first hypothesis:

H1. CSR perceptions positively influence organizational commitment.

OCB's encompass employees' engagement in discretionary behaviors (Lin *et al.*, 2010; Omar *et al.*, 2007) that are neither directly related to their job scope (Manimegalai and Baral, 2018), nor formally recognized (Organ, 1988), but still beneficial to the organization (Cheema *et al.*, 2020; Sarfraz *et al.*, 2018) and contributive to effective workplace functioning (Singh *et al.*, 2019). It has been argued, though, that OCB can be eventually perceived as somewhat rewarded by organizations through performance appraisals, training (Gómez *et al.*, 2022) or recognition (Estivalette *et al.*, 2014).

OCBs involve actions that go beyond formal roles and requirements (Omar *et al.*, 2007) and usually contribute to the performance of others rather than the employees themselves. These behaviors are subtle and difficult to measure, and cannot be incentivized through individual incentive schemes (Smith *et al.*, 1983). Generally, OCB involves ethical behaviors that serve the core elements of organizational culture, including ethos, ethics, moral codes, principles, standards and value systems (Kowal *et al.*, 2018).

OCBs are manifested through a range of altruistic and/or cooperative actions that are not directly required by the employer, also known as extra-role behaviors (Omar *et al.*, 2007). They can be illustrated by protective actions taken by employees to create a positive organizational environment while safeguarding the organization and its assets, including the well-being of employees (Wiedenhöft *et al.*, 2020).

Rather than being a social exchange between employee and organization, OCB insofar as a CSR outcome (Manika *et al.*, 2013), can be seen as an outcome of employees' attitudinal tendencies, which can be boosted by corporate initiatives management (Bizri, 2018). Indeed, employees who hold a positive perception of the company's CSR initiatives tend to respond positively to such initiatives and engage in social behaviors and OCBs (Hansen *et al.*, 2011).

Although OCBs are not directly related to the core business operations, they are expected to support the social environment in which these operations occur. For example, altruism and courtesy can help save training costs and time, while conscientiousness can reduce the need for supervision by employees who adhere to procedures and/or rules (Singh *et al.*, 2019). OCB reflects employees' beliefs that influence behaviors that involve personal sacrifices for the organization's benefit, without relying on formal recognition and indicate how keen the employee is dedicated to the firm (Weiner, 1982). Nonetheless, an array of conceptualizations of OCB have been discussed over the years (Fernandes *et al.*, 2021).

To the best of the authors' knowledge, Podsakoff *et al.* (2000) were the first to synthesize all the existent OCB dimensions in one study. At that time, they have found 30 different OCB dimensions (Podsakoff *et al.*, 2000). Different models and meta-analyses have been developed, aimed at explaining the uni- or multidimensional nature of OCBs (Fernandes *et al.*, 2021; Lepine *et al.*, 2002). Although, a consensus is yet to be found, suggesting that there is no uniquely correct way to address OCBs (Estivaleta *et al.*, 2014; Fernandes *et al.*, 2021; Lepine *et al.*, 2002). The option for one or another shall foremost fulfill the author's needs (Fernandes *et al.*, 2021) as they all may relate well (Lepine *et al.*, 2002). A recent study, for instance, validated the OCB scale fit for Brazilian knowledge workers and highlighted the need to expand scientific knowledge by developing further studies in OCB – either relating it with other subjects, different kinds of organizations or evaluating its role as antecedent or consequent to different constructs (Andrade *et al.*, 2018).

Nonetheless, in the absence of a definite OCB conceptualization as one latent construct, and assuming the possible different organizational consequences of each dimension of these behaviors (Lepine *et al.*, 2002), we chose to follow Organ's (2015) OCB multidimensional structure. The vital reason for such a choice relies on the argument that OCB's conceptualization (unidimensional vs multidimensional) may vary according to the context where it is being applied (Fernandes *et al.*, 2021; Organ, 2015). Despite the lack of consensus regarding OCB dimensions, the five-dimensional structure conceptualization is quite common (Fernandes *et al.*, 2021; Podsakoff *et al.*, 2009) and consists of five dimensions: altruism, courtesy, conscientiousness, civic virtue and sportsmanship (Lin *et al.*, 2010).

Previous studies with Latin American employees are scant (Fernandes *et al.*, 2021; Organ, 2018), and indicate that affiliative OCBs, especially those aimed at providing help and active involvement in the organization, can be considered as a consequence of feeling fairly treated in the workplace (Omar *et al.*, 2007). Nonetheless, more non-North-American

studies exploring the OCB dimensions are needed (Organ, 2018). Authors implied that the choice and usage of OCB dimensions are flexible as long as they all relate well and meet the authors' needs (Fernandes *et al.*, 2021), which is consistent with the idea that OCB's conceptualization can be adapted and changed in its application (Organ, 2018). Hence, given the granularity provided by the five-factor OCB model, we believe that it will provide more detailed information for our investigation in a Latin America context.

The positive relationship between employee's perceptions of CSR and OCB has already been established (Sarfraz *et al.*, 2018). As aforementioned, employees prefer aligning with socially responsible practices and tend to do reciprocate through positive behaviors like OC, and higher levels of OCB (Azim, 2016). Therefore, it is noteworthy to further scrutinize the relationship between the independent variables – CSR and OC – and each OCB's five dimensions.

Altruism (OCB_AT) is characterized as a helping behavior that includes discretionary actions aimed at assisting specific individuals (actual or new employees) (Lievens and Anseel, 2004) while contributing to group performance through enhanced individual performance (DiPaola and da Neves, 2009). In short, altruistic behavior comprises voluntary actions in which one coworker unilaterally helps another on a specific task without expecting anything in return (Cesário and Magalhães, 2016).

Seminal research suggests that helping behaviors like cooperation and altruism are feminine values (Hofstede, 2001) and therefore gender might be a potential moderator of the relationship between work attitudes and OCB (Organ, 1997). Nevertheless, the relationship between OC and altruism (OCB_AT) yielded results with no indication of moderated relationships (Organ and Ryan, 1995). Indeed, among the five OCB dimensions, altruism is one of the only two most correlated to OC (Meyer *et al.*, 2002), being the latter a powerful predictor of altruistic behavior (OCB_AT) (Podsakoff *et al.*, 2009). Hence, we hypothesize:

H2. CSR perceptions positively influence altruistic behavior (OCB_AT).

Courtesy (OCB_CT) encompasses OCB's aimed at avoiding work-related problems that could affect other coworkers (Cesário and Magalhães, 2016; Organ, 1997). It involves mindful consideration of how one's behavior affects others and includes attempts to avoid problems for co-workers (Organ and Ryan, 1995). Therefore, we postulate:

H3. CSR perceptions positively influence courtesy behavior (OCB_CT).

Conscientiousness or compliance (OCB_CS) indicates the employee's characteristics, such as being organized, responsible and hardworking, demonstrating dedication to the work that exceeds the organization's expectations (Organ, 1988). Such discretionary behavior discloses the employee's dedication to the work (e.g. extra hours or volunteering) (Cesário and Magalhães, 2016), as well as adherence to the organization's rules, procedures and conduct (Podsakoff *et al.*, 2009) even without monitoring or supervision (Ferreira *et al.*, 2013). It further refers to other impersonal contributions to the organization that exceed the minimal required levels of attendance, such as exemplary attendance, effective use of work time and respect for company property (Lievens and Anseel, 2004; Organ and Ryan, 1995). Along with altruism, conscientiousness or compliance are the OCB dimensions mostly correlated to OC (Meyer *et al.*, 2002), supporting the following:

H4. CSR perceptions positively influence conscientiousness behavior (OCB_CS).

Similarly, civic virtue concerns actions that involve constructive participation in the organization's processes, going beyond the minimum required by an individual's immediate

job (Organ, 1988). Civic virtue OCBs (OCB_CV) refer to behaviors that reveal involvement and responsible participation in the organization's life, such as voluntary attending meetings and events or the rational use of the company's assets and resources (Omar *et al.*, 2007). However, it exceeds the responsible and constructive involvement in the organization's governance, revealing the extent of a worker's partaking in organizational life (Cesário and Magalhães, 2016; Organ and Ryan, 1995). Such participation encompasses internal or inter-organizational activities, policy debates or maintaining relationships even after a project is completed (Cesário and Magalhães, 2016; Ferreira *et al.*, 2013). Therefore, we infer:

H5. CSR perceptions positively influence civic virtue behavior (OCB_CV).

Finally, sportsmanship (OCB_SP) encompasses behaviors focused on doing "what is right" in the organization (Organ, 1988). It translates to a worker's willingness or tolerance of "less-than-ideal" organizational circumstances (Cesário and Magalhães, 2016), including personal inconveniences – without complaint, plea or dissent (Podsakoff *et al.*, 2009), further supporting *H6*:

H6. CSR perceptions positively influence sportsmanship behavior (OCB_SP).

As a unidimensional conception construct (built in the affective character that underlies it), OC consists of the individual's identification or involvement with a particular organization, leading them to make efforts in such organization's favor, both accepting its values and goals and wishing to remain one of its members (Mowday *et al.*, 1982b). Whenever they feel recognized for their value (personal, emotional or intellectual) employees are willing to walk the extra mile (going beyond the expected) and adopt citizenship behaviors (Rego, 2002), which in turn, leads to different levels of organizational performance (Rego and Souto, 2004). Seminal work failed to find support that OC influences OCB (Alotaibi, 2001; Tansky, 1993).

Nonetheless, more recent studies support the strong relationship between OC and OCB (Azim, 2016; Meyer *et al.*, 2002), reinforcing the former's role in explaining such positive outcomes in the workplace (Cohen, 2007), holding a significant OC→OCB relationship in Eastern collectivist contexts (such as Taiwan) (Chang *et al.*, 2015), but also in slightly collectivist contexts in the Middle East and North Africa (MENA) region (i.e Saudi Arabia) (Azim, 2016). OC stabilizes and sustains positive behaviors and attitudes when expectations are not met or when organizational functioning is compromised (Scholl, 1981). Emotionally attached employees are more prone to devote their strength and abilities to performing activities exceeding their formal job description (Azim, 2016). Once again we believe that the granularity provided by the five-factor OCB model shall provide more detailed information for our investigation in a Latin America context. Consequently, we opted to test OC's influence over each OCB's dimensions, proposing the following:

H7. Organizational commitment positively influences altruistic behavior (OCB_AT).

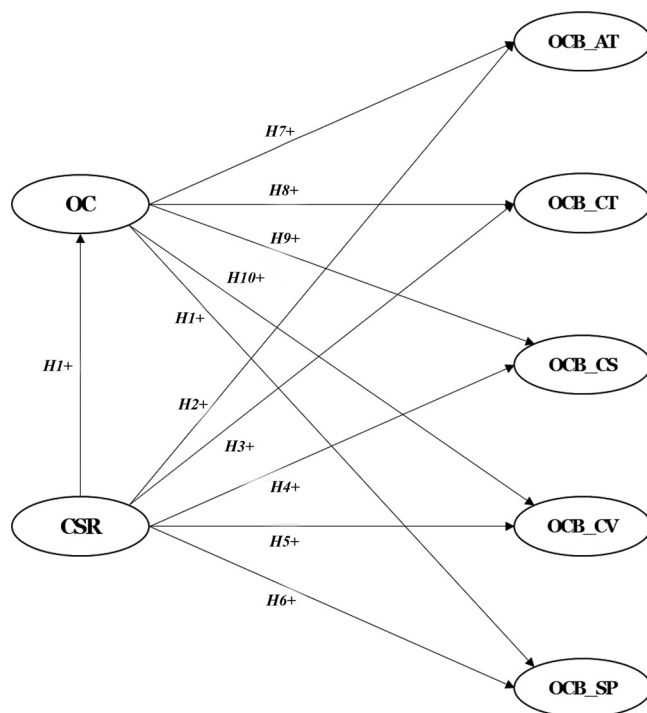
H8. Organizational commitment positively influences courtesy behavior (OCB_CT).

H9. Organizational commitment positively influences consciousness behavior (OCB_CS).

H10. Organizational commitment positively influences civic virtue behavior (OCB_CV).

H11. Organizational commitment positively influences sportsmanship behavior (OCB_SP).

Figure 1 summarizes the main goal of this study.



Source: Figure by author

Figure 1.
Conceptual model –
the influence of CSR
perceptions and OC,
on OCBs

Methodology

As aforesaid, this study aims to test whether both CSR and OC positively affect each OCB's dimension. More specifically validating that whenever positively perceiving their organizations' CSR activities, developing countries' employees identify strongly with the organization, influencing OC and OCB (Bhattacharya *et al.*, 2009; Manimegalai and Baral, 2018). Hence, we followed Azim's (2016) and Manimegalai and Baral's (2018) research implying that CSR initiatives lead to positive outcomes such as employee engagement, OCB and organizational pride – a premise corroborated by Sarfraz *et al.* (2018) findings in a collectivist context of Pakistani SMEs. Therefore, we tested the established positive relationship between employee's CSR perceptions and OCB. We look particularly at testing whether the results would still hold that in western, non-north American, collectivist-oriented developing countries, despite cultural, economic and workplace differences.

Previously tested scales were used to ensure the study's validity and reliability. The chosen scales were adapted to fit the HEI context and effectively translate the same feelings and perceptions both in English and Brazilian Portuguese languages. Therefore, all scale items were first translated from English to Portuguese and adapted to the HEI context. The adapted questionnaire was then scrutinized by a panel of academics and professors from Brazilian public and private HEIs.

Hence, Lin's *et al.* (2010) 20-item OCB scale was adopted. We opted for the employee's OCB self-rating (rather than the supervisor's rate) because they shall be more

appropriate insofar as reporting behaviors that are not captured by their supervisors regularly (Tansky, 1993). We followed the OCB five-dimensions approach (Lin *et al.*, 2010) to investigate the phenomena, as it has already been adapted and validated from Organ's (1988) OCBs specific dimensions: altruism (OCB_AT), courtesy (OCB_CT), compliance (OCB_CS), civic virtue (OCB_CV) and sportsmanship (OCB_SP). Higher scores represent positive OCBs.

Pursuing Munawir *et al.*'s (2019) approach, we treated indicators as reflective, as OCB (through its dimensions) is reflected in the individual's behavior within the organization. Hence, we followed Jarvis *et al.*'s (2003) criteria and opted to model OCBs dimensions as reflexive constructs considering that the following conditions prevailed:

- indicators are manifestations of the construct,
- changes in the indicators are not expected to cause changes in the construct,
- changes in the construct are expected to cause changes in the indicators,
- the indicators necessarily share a common theme,
- dropping an indicator may not alter the conceptual domain of the construct,
- Indicators are expected to covary with each other and
- the indicators are expected to have the same antecedents and consequences.

To measure employee's perceptions of CSR activities, we adapted Maignan and Ferrell's (2001) 12-item scale, which was previously developed to measure perceived corporate citizenship. Similarly, a high score indicates positive perceptions of the institution's CSR initiatives. The OC was adapted from O'Reilly and Chatman's (1986) original 12-item scale. Eight items were excluded after the panel with specialists as they do not fully adequate to the HEI context. The resulting four-item scale included the following items: My attachment to this university is primarily based on the similarity of my values and those represented by the organization; What this organization stands for is important to me. I am proud to tell others that I am a part of this organization. I feel a sense of "ownership" for this organization rather than being just an employee. Higher scores represent stronger OC among employees.

Data collection

We collected a sample of employees of HEIs, specifically professors and researchers from universities and polytechnic institutions (public and private) in Brazil. Data was collected between May and July 2022. As supporters of the non-sexist language and approach, we inquired respondents' gender identity (the internal/psychological sense of self, regardless of what sex a person was assigned at birth). Only responses self-identifying as "woman" and "man" were analyzed, because all other options presented marginal numbers (<10%), meaning irrelevant, as they are not sufficient to run statistical tests.

Results and discussion

Descriptive statistics

A final sample consisted of 1.059 valid observations. Respondents were mostly women (53.5%), married (55.0%) or in a domestic partnership (12.9%) and with ages ranging between 45 and 54 years old (30.5%) and 35–44 years old (29.7%). In terms of educational and profession, respondents were mostly PhD holders (80.5%), connected to universities (66.9%) and faculty members (91.8%). The most common professional categories were

adjunct professor/instructor/lecturer (31.1%) followed by associate professor (21.1%). Finally, respondents were mostly academic/research-oriented (73.5%) and working for public HEIs (64.5%).

Before testing the hypotheses, the normal distribution of data was assessed. Normality is not a problem as skewness and kurtosis are within acceptable ranges, $<|3| < |10|$, respectively (Kline, 2015). Exploratory factor analysis (EFA) for each construct revealed KMO values exceeding 0.7, confirming the factor analysis's appropriateness (Pestana and Gageiro, 2014). Total variance explained was mostly above the 60% cut-off value, indicating that the items and components effectively measure the proposed constructs (Shkeer and Awang, 2019). The OCB dimensions inter-correlate positively and correlate highly with the overall OCB.

Regarding the common method variance, we (1) removed all information that could backtrack the respondent, assuring total anonymity and (2) counterbalanced questions' order when preparing the questionnaire to avoid consistency motif; and (3) used Harman's single-factor test (Podsakoff *et al.*, 2003). The results showed that no single or general factor emerged that accounted for most of the covariance among the variables (the factor holding the highest percentage of variance equaled 21.164%), which led us to assume that the procedural and statistical remedies exerted some control over common method biases.

Test of hypotheses

Partial least squares structural equation modeling, was used using SmartPLS 4.0 to test the proposed model, given its predictive nature and theoretical framework (Hair *et al.*, 2013). PLS bootstrapping with 5,000 sample sets was adopted to obtain estimates for each model parameter, with casewise deletion for missing values (Chin, 2010). The model was assessed considering the indicators' reliability, internal consistency and convergent and discriminant validity (Hair *et al.*, 2021).

Except for four items (CSR_charity; CSR_laws; OCB_functions; OCB_wrong), factor loadings exceeded the 0.7 threshold value, indicating good convergent validity (Hair *et al.*, 2013). Average variance extracted (AVE) coefficients were above the 0.5 threshold and most composite reliability (CR) values exceeded the 0.6 threshold (Götz *et al.*, 2010; Hair *et al.*, 2013). Internal consistency and reliability assessment showed lower but significant Cronbach's alpha values (that should range from 0.6 to 0.8), which align with the tau-equivalence assumption (Hair *et al.*, 2021). These lower values may be attributed to the use of only two items for those two constructs (OCB_CT; OCB_CS). As such, it is possible to confirm the models' fit, as shown in Table 4.

The Fornell-Larcker criterion confirms that discriminant validity (Sarstedt *et al.*, 2017), as the square root of the AVE is greater than the absolute value of all correlations with other constructs (Götz *et al.*, 2010) (Table 1). Furthermore, discriminant validity was supported by the Heterotrait-Monotrait ratio, with all variables presenting scores below the 0.95 threshold (Hair *et al.*, 2021) (see Table 1).

Figure 2 presents the structural model developed, followed by the direct, indirect and total effects (Table 2), along with confidence intervals (Table 3).

The structural model (Figure 2) shows that CSR exerts a positive and strong influence on OC ($\beta = 0.512$; $|t\text{-values}| = 20.096$) explaining 26.2% of OC variance, supporting *H1* and confirming CSR perceptions as a significant predictor of OC. Our findings were similar to previous studies in different contexts (e.g. Azim, 2016; Maignan and Ferrell, 2001; Peterson, 2004; Silva *et al.*, 2023).

Additionally, CSR influences directly OCB_AT variance, exerting a marginal yet significant influence on the latter ($\beta = 0.088$; $|t\text{-values}| = 2.105$), as well as on OCB_CS ($\beta = 0.161$; $|t\text{-values}| = 4.344$), and OCB_CV ($\beta = 0.153$; $|t\text{-values}| = 4.346$), supporting *H2*, *H4* and *H5*. The

Table 1.

Internal consistency reliability and discriminant validity

Variables	α	CR	AVE	CSR	Fornell-Larcker criterion/HTMT					
					OC	OCB_AT	OCB_CS	OCB_CT	OCB_CV	OCB_SP
CSR	0.844	0.882	0.517	0.719	<i>0.598</i>	<i>0.206</i>	<i>0.423</i>	<i>0.296</i>	<i>0.418</i>	<i>0.432</i>
OC	0.844	0.906	0.762	0.512	0.873	<i>0.257</i>	<i>0.440</i>	<i>0.434</i>	<i>0.542</i>	<i>0.383</i>
OCB_AT	0.756	0.845	0.577	0.170	0.205	0.759	<i>0.439</i>	<i>0.601</i>	<i>0.525</i>	<i>0.167</i>
OCB_CT	0.414	0.773	0.631	0.252	0.260	0.245	0.794	<i>0.500</i>	<i>0.602</i>	<i>0.384</i>
OCB_CS	0.538	0.812	0.683	0.197	0.295	0.381	0.234	0.827	<i>0.767</i>	<i>0.214</i>
OCB_CV	0.768	0.851	0.590	0.341	0.446	0.401	0.335	0.487	0.768	<i>0.321</i>
OCB_SP	0.586	0.764	0.524	0.346	0.292	0.098	0.190	0.094	0.206	0.724

Notes: CR: composite reliability (rho_c); AVE: average variance extracted; HTMT scores are italicized; Square-root AVE values in bold (diagonal axis); correlations between variables below the diagonal axis
Source: Table by author

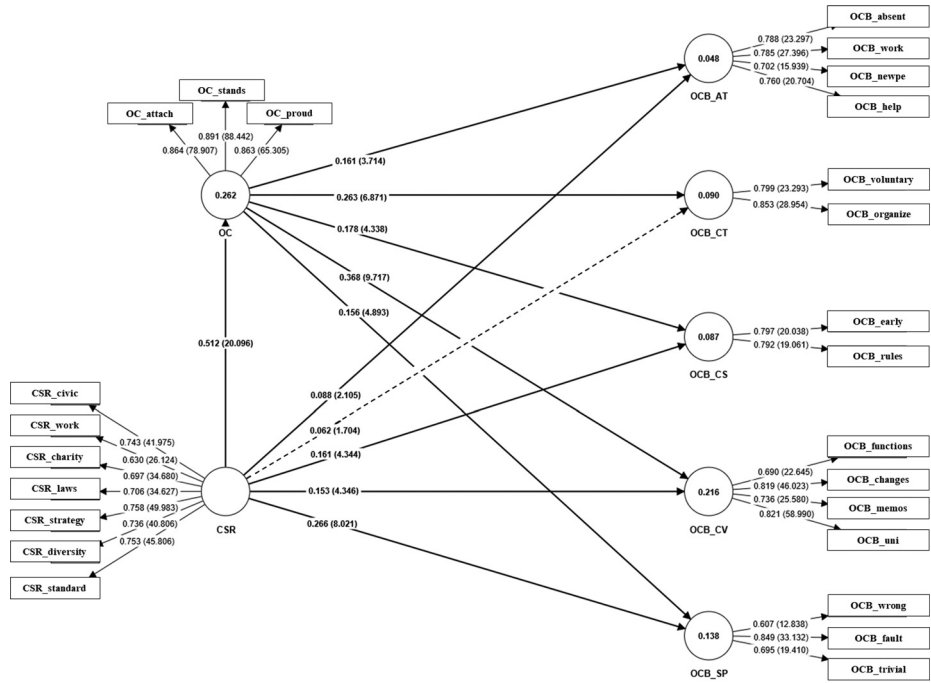


Figure 2.

The influence of CSR perceptions and organizational commitment, on organizational citizenship behaviors

Notes: N = 1.059; $p < 0.05$ (two-tailed); CR > 0.6; casewise deletion of missing values; |t-values| presented between parentheses
Source: Figure by author

model also indicates that CSR is a strong predictor of OCB_SP ($\beta = 0.266$; |t-values| = 8.021), supporting $H6$, while not statistically significantly influencing OCB_CT (|t-values| < 1.96), rejecting $H3$. In general, our findings, corroborate [Bhattacharya et al. \(2009\)](#) and [Manimegalai and Baral \(2018\)](#) arguments that whenever positively perceiving their organizations' CSR

Relations	Direct effects		Indirect effects		Total effects	
	β	<i>t</i> -value	β	<i>t</i> -value	β	<i>t</i> -value
CSR → OC	<i>0.512</i>	<i>20.096</i>			<i>0.512</i>	<i>20.096</i>
CSR → OCB_AT	<i>0.088</i>	<i>2.105</i>	<i>0.082</i>	<i>3.775</i>	<i>0.170</i>	<i>5.258</i>
CSR → OCB_CS	<i>0.161</i>	<i>4.344</i>	<i>0.091</i>	<i>4.340</i>	<i>0.252</i>	<i>8.249</i>
CSR → OCB_CT	<i>0.062</i>	<i>1.704</i>	<i>0.135</i>	<i>6.752</i>	<i>0.197</i>	<i>6.398</i>
CSR → OCB_CV	<i>0.153</i>	<i>4.346</i>	<i>0.188</i>	<i>8.771</i>	<i>0.341</i>	<i>11.042</i>
CSR → OCB_SP	<i>0.266</i>	<i>8.021</i>	<i>0.080</i>	<i>4.846</i>	<i>0.346</i>	<i>12.819</i>
OC → OCB_AT	<i>0.161</i>	<i>3.714</i>			<i>0.161</i>	<i>3.714</i>
OC → OCB_CS	<i>0.178</i>	<i>4.338</i>			<i>0.178</i>	<i>4.338</i>
OC → OCB_CT	<i>0.263</i>	<i>6.871</i>			<i>0.263</i>	<i>6.871</i>
OC → OCB_CV	<i>0.368</i>	<i>9.717</i>			<i>0.368</i>	<i>9.717</i>
OC → OCB_SP	<i>0.156</i>	<i>4.893</i>			<i>0.156</i>	<i>4.893</i>
CSR → OC → OCB_AT			<i>0.082</i>	<i>3.775</i>		
CSR → OC → OCB_CS			<i>0.091</i>	<i>4.340</i>		
CSR → OC → OCB_CT			<i>0.135</i>	<i>6.752</i>		
CSR → OC → OCB_CV			<i>0.188</i>	<i>8.771</i>		
CSR → OC → OCB_SP			<i>0.080</i>	<i>4.846</i>		

Notes: $p < 0.05$ (two-tailed); T-Statistic = Cramér-von Mises test statistic; p -value = Cramér-von Mises p -value; significant values in italic
Source: Table by author

Table 2.
Direct, indirect and total effects

Relations	Original sample (O)	2.5%	97.5%
CSR→OC	0.512	0.462	0.561
CSR→OCB_AT	0.170	0.108	0.234
CSR→OCB_CS	0.252	0.193	0.313
CSR→OCB_CT	0.197	0.138	0.257
CSR→OCB_CV	0.341	0.281	0.403
CSR→OCB_SP	0.346	0.295	0.401
OC→OCB_AT	0.161	0.077	0.246
OC→OCB_CS	0.178	0.098	0.258
OC→OCB_CT	0.263	0.186	0.334
OC→OCB_CV	0.368	0.293	0.441
OC→OCB_SP	0.156	0.093	0.218

Notes: $p < 0.05$ (two-tailed); total effects – bias corrected
Source: Table by author

Table 3.
Confidence intervals (direct effects)

activities, employees identify strongly with the organization, influencing positive job outcomes, such as OCBs.

Likewise, OC exerts direct and marginal influence on OCB_AT ($\beta = 0.161$; $|t\text{-values}|=3.714$), OCB_CS ($\beta = 0.178$; $|t\text{-values}|=4.338$), and OCB_SP ($\beta = 0.156$; $|t\text{-values}|=4.893$), supporting *H7*, *H9* and *H11*. Findings also confirm OC as a strong predictor of OCB_CT ($\beta = 0.263$; $|t\text{-values}|=6.871$), and OCB_CV ($\beta = 0.368$; $|t\text{-values}|=9.717$), supporting *H8* and *H10*. Such results not only complement [Tansky's \(1993\)](#) work by exploring employees' OCB self-rating but also refute [Tansky's \(1993\)](#) and [Alotaibi's \(2001\)](#) findings, by supporting the argument that OC indeed influences OCB. Henceforth, we further support [Meyer et al.'s \(2002\)](#), [Chang et al.'s \(2015\)](#) and [Azim's \(2016\)](#) claim about the strong and significant OC→OCB relationship, also

HEI type (private vs Public)		F	<i>p</i> -value
CSR	Equal variances assumed	0.250	0.617
OC	Equal variances assumed	<i>10.193</i>	<i>0.001</i>
OCB_AT	Equal variances assumed	<i>10.373</i>	<i>0.001</i>
OCB_CV	Equal variances assumed	1.646	0.200
OCB_CT	Equal variances assumed	0.484	0.487
OCB_SP	Equal variances assumed	1.649	0.199
OCB_CS	Equal variances assumed	0.139	0.709
<i>Gender</i>		<i>F</i>	<i>p</i> -value
CSR	Equal variances assumed	0.173	0.677
OC	Equal variances assumed	<i>13.943</i>	<i>0.000</i>
OCB_AT	Equal variances assumed	0.003	0.955
OCB_CV	Equal variances assumed	<i>5.871</i>	<i>0.016</i>
OCB_CT	Equal variances assumed	0.015	0.904
OCB_SP	Equal variances assumed	0.474	0.491
OCB_CS	Equal variances assumed	0.025	0.874

Table 4.
Levene's test for
equality of variances

Notes: Significant values in italic ($p < 0.05$); Group A = Private HEIs; Group B = Public HEIs; Group A = Woman; Group B = Man
Source: Table by author

reinforcing [Cohen's \(2007\)](#) argument on the former's role in explaining such positives outcomes in the workplace. Our findings, build upon [Azim's \(2016\)](#) by exploring the granularity present in OCBs' five-dimensional structure, and the relationship found among OC and each OCB dimension.

Our findings indicate that OC mediates the relationship between CSR perceptions and OCBs, affecting each OCB's dimension differently, yet exerting a significant influence on them. As presented in [Table 5](#), OC slightly influences both CSR→OCB_AT, CSR→OCB_CS and CSR→OCB_SP relationships, exerting a partial mediation on them (OCB_AT $\beta = 0.082$; OCB_CS $\beta = 0.091$; OCB_SP $\beta = 0.080$). Similarly, OC exerts a stronger partial mediation in CSR→OCB_CV relationship, enhancing CSR influence (OCB_CV $\beta = 0.153$ vs $\beta = 0.341$). Finally, the CSR→OCB_CT relationship is only significant in the presence of OC, confirming its full mediating role. In other terms, its reasonable to assume that Brazilian employees positively impacted by CSR initiatives are prone to act mindfully in an attempt to avoid problems for other coworkers ([Organ and Ryan, 1995](#)), whenever they feel attached to the organization, its goals and values ([Mowday et al., 1982a](#)). In other cases, CSR perceptions' influence over OCB is generally enhanced. Such findings support most of the prior research on the relationship between OC and OCB ([O'Reilly and Chatman, 1986](#)), as well as CSR and OCB. Nonetheless, it builds upon [Azim's \(2016\)](#) study by showing that perceived CSR may influence OCBs' dimensions relative to both the individual and the organization, particularly when mediated by OC.

Furthermore, [Hofstede \(2001\)](#) stated that orthogonal factors, such as individualism-collectivism aspects distinguish countries in a divergent individual's behaviors. Hence, we applied T-tests and multi-group analysis (PLS-MGA) to determine whether the groups diverged when controlled for gender (woman vs man), and HEI type (private vs public) to validate if the relations differ between different groups. The Levene's Test indicates that the assumption of the equality of variances is verified in our sample, except for OC and OCB_AT, when controlled for HEI type; and OC and OCB_CV for gender ([Tables 4 and 5](#)).

T-test for equality of means indicates that private and public employees of HEIs share similar attitudes in terms of CSR perceptions and OCB_AT, OCB_CT, OCB_SP and

HEI type	<i>p</i> -value (2-tailed)	Mean difference	Std. Error difference
CSR	0.809	-0.01554	0.06424
OC	<i>0.019</i>	<i>-0.15098</i>	<i>0.06408</i>
OCB_AT	0.091	-0.10848	0.06416
OCB_CV	<i>0.022</i>	<i>-0.14675</i>	<i>0.06409</i>
OCB_CT	0.860	-0.01132	0.06425
OCB_SP	0.413	-0.05262	0.06423
OCB_CS	0.939	0.00488	0.06425
<i>Gender</i>			
CSR	0.221	-0.07536	0.06160
OC	<i>0.024</i>	<i>0.13917</i>	<i>0.06149</i>
OCB_AT	0.202	0.07872	0.06159
OCB_CV	<i>0.026</i>	<i>0.13739</i>	<i>0.06150</i>
OCB_CT	<i>0.017</i>	<i>0.14697</i>	<i>0.06148</i>
OCB_SP	0.855	0.01126	0.06164
OCB_CS	0.055	0.11819	0.06154

Notes: Significant values in italic ($p < 0.05$); Group A = Private HEIs; Group B = Public HEIs; Group A = Woman; Group B = Man

Source: Table by author

Table 5.
T-Test for equality of means

OCB_CS, meaning Brazilian employees are equally responsive to CSR initiatives and OCBs related to altruism, consciousness, sportsmanship and courtesy. Regarding gender, the conclusions are quite similar, although not including OCB_CT. Additionally, OC differs for both gender and type of HEI.

Following the MGA, the only significant difference found between the two groups (private vs public HEIs) (Tables 6 and 7) concerns the CSR→OCB_CV relationship, which was stronger among private employees of HEIs. Such findings suggest that private employees handling positive perceptions of CSR initiatives are more susceptible to going beyond the minimum expected at their job position (OCB civic virtue dimension), as proposed by Organ (1988). Rather than public employees, private employees are more inclined to get involved in the organization's life and governance, further corroborating Organ and Ryan (1995), while sustaining relationships after finishing projects, as proposed by Ferreira *et al.* (2013). The restricted employment situation among public employees in Brazil – holding stability and promotions subject to national contests – might explain private HEIs employees' stronger interest in engaging in behaviors that exceed expectations and sustain “out-of-work” relations that might lead to future employment and opportunities in the private sector.

MGA also indicates that employees of both genders share similar attitudes, being the relationship OC→OCB_CT the only stronger among men, as presented in Tables 8 and 9. Such findings suggest that men holding higher levels of OC are more prone to engage in organizational behaviors aimed at avoiding or preventing problems for coworkers (Organ and Ryan, 1995).

Our results indicate that despite being confirmed as OCB predictors, CSR and OC explain the various components of OCB differently, as presented in Figure 2. CSR and OC explain OCB_SP and OCB_CV, more profoundly ($R^2_{OCB_SP}=0.216$ and $R^2_{OCB_CV}=0.138$), when compared to the other OCB components ($R^2_{OCB_AT}=0.048$, $R^2_{OCB_CT}=0.090$ and $R^2_{OCB_CS}=0.087$). Such results support Organ's (2018) arguments questioning the

Relations	β Private_HEIs – β public_HEIs)	STDEV (private_HEIs)	STDEV (public_HEIs)	<i>p</i> -value (private_HEIs vs public_HEIs)	Results
CSR → OC	0.100	0.039	0.033	0.053	Not accepted
CSR → OCB_AT	–0.047	0.059	0.036	0.490	Not accepted
CSR → OCB_CS	0.092	0.054	0.036	0.161	Not accepted
CSR → OCB_CT	0.123	0.051	0.040	0.061	Not accepted
CSR → OCB_CV	<i>0.162</i>	<i>0.045</i>	<i>0.040</i>	<i>0.009</i>	<i>Accepted</i>
CSR → OCB_SP	–0.012	0.047	0.033	0.832	Not accepted
OC → OCB_AT	–0.035	0.077	0.053	0.719	Not accepted
OC → OCB_CS	0.133	0.066	0.051	0.114	Not accepted
OC → OCB_CT	–0.020	0.073	0.046	0.817	Not accepted
OC → OCB_CV	0.062	0.063	0.046	0.423	Not accepted
OC → OCB_SP	0.031	0.056	0.039	0.647	Not accepted

Table 6.

Multi-group analysis – HEI type

Notes: Significant values in italic ($p < 0.05$); Group A = Private HEIs; Group B = Public HEIs
Source: Table by author

Relations	2.5% (Private_HEIs)	97.5% (Private_HEIs)	2.5% (Public_HEIs)	97.5% (Public_HEIs)
CSR → OC	0.487	0.644	0.406	0.535
CSR → OCB_AT	0.011	0.251	0.114	0.256
CSR → OCB_CS	0.200	0.412	0.147	0.291
CSR → OCB_CT	0.165	0.371	0.073	0.230
CSR → OCB_CV	0.344	0.521	0.197	0.354
CSR → OCB_SP	0.240	0.426	0.283	0.414
OC → OCB_AT	–0.032	0.274	0.060	0.269
OC → OCB_CS	0.123	0.385	0.022	0.225
OC → OCB_CT	0.096	0.378	0.171	0.352
OC → OCB_CV	0.267	0.513	0.240	0.421
OC → OCB_SP	0.056	0.280	0.066	0.219

Table 7.

Multi-group analysis – confidence intervals

Notes: Significant values in italic ($p < 0.05$); Group A = Private HEIs; Group B = Public HEIs
Source: Table by author

generalizability of current OCB notions and dimensions – developed and thoroughly tested in North American workplaces – in accounting for similar behaviors in Latin America. Nevertheless, CSR and OC combined explain 21.6% of OCB_CV and 13.8% of OCB_SP, suggesting some similarity in both behaviors along the American continent workplaces’ context.

Conclusions

Extant research on OCBs has been primarily grounded on Western countries’ samples, failing to properly address other non-North American contexts (Fernandes *et al.*, 2021). The present study aimed to fill that gap by exploring the OCB scale’s applicability in “under-studied” contexts and bringing OC as a predictor of OCB. For that, we tested the predictive role of CSR perceptions and

Relations	β woman – β man	STDEV		<i>p</i> -value (woman vs man)	Results
		man	woman		
CSR → OC	-0.046	0.035	0.036	0.354	Not accepted
CSR → OCB_AT	-0.048	0.044	0.045	0.440	Not accepted
CSR → OCB_CS	-0.014	0.047	0.041	0.823	Not accepted
CSR → OCB_CT	-0.059	0.046	0.043	0.348	Not accepted
CSR → OCB_CV	0.039	0.045	0.041	0.520	Not accepted
CSR → OCB_SP	-0.061	0.040	0.036	0.257	Not accepted
OC → OCB_AT	-0.044	0.063	0.060	0.615	Not accepted
OC → OCB_CS	-0.002	0.058	0.058	0.978	Not accepted
OC → OCB_CT	<i>-0.180</i>	<i>0.058</i>	<i>0.052</i>	<i>0.021</i>	<i>Accepted</i>
OC → OCB_CV	0.046	0.052	0.052	0.532	Not accepted
OC → OCB_SP	-0.105	0.047	0.044	0.102	Not accepted

Notes: Significant values in italic ($p < 0.05$); Group A = Women; Group B = Men
Source: Table by author

Table 8.
Multi-group analysis – gender

Relations	2.5% (Man)	97.5% (Man)	2.5% (Woman)	97.5% (Woman)
CSR → OC	0.466	0.602	0.418	0.559
CSR → OCB_AT	0.107	0.277	0.057	0.235
CSR → OCB_CS	0.166	0.350	0.165	0.323
CSR → OCB_CT	0.137	0.319	0.083	0.252
CSR → OCB_CV	0.223	0.409	0.278	0.437
CSR → OCB_SP	0.296	0.453	0.243	0.387
OC → OCB_AT	0.044	0.295	0.018	0.254
OC → OCB_CS	0.058	0.286	0.058	0.284
OC → OCB_CT	0.222	0.453	0.060	0.264
OC → OCB_CV	0.241	0.448	0.287	0.494
OC → OCB_SP	0.108	0.289	0.009	0.186

Notes: Significant values in italic ($p < 0.05$); Group A = Women; Group B = Men
Source: Table by author

Table 9.
Multi-group analysis – confidence intervals

employee OC in influencing OCBs among employees of HEIs in Brazil, specifically examining the five dimensions of OCB: altruism, courtesy, consciousness, civic virtue and sportsmanship.

Our findings support prior arguments implying that whenever positively perceiving their organizations' CSR activities, employees identify strongly with the organization, influencing positive job outcomes such as OC and OCBs, even in non-North American contexts. We also confirmed that, among employees in HEIs in Brazil, OC positively influences each OCB dimension, implying that employees' OCB's are influenced by positive perceptions of CSR initiatives and OC. However, there are some noteworthy points.

First, CSR strongly influences OCB dimensions of civic virtue and sportsmanship, indicating that behaviors focused on exceeding job roles, attachment and responsibilities toward the organizations are particularly influenced by employees' CSR perceptions. Moreover, employees of private and public HEIs exhibit similar OCBs when positively impacted by CSR initiatives, except for civic virtue. The positive relation between CSR perceptions and courtesy, which is only significant when mediated by OC, highlights the preponderant role of OC in the Brazilian HEIs context. That is indicative that in non-North

American contexts, OC may play a role in converting positive CSR perceptions into desired OCBs, particularly those intended to avoid work-related problems to coworkers. Managers of HEIs seeking to improve the results of their CSR initiatives among internal clients (employees) may consider implementing actions that also boost employee commitment.

Finally, our findings confirmed the dual role of OC as a predictor and mediator. First, OC's influence on all dimensions of OCB is verified, reinforcing the notion that OC is not only a strong predictor of courtesy and civic virtue but also a significant antecedent of altruism, consciousness and sportsmanship. Second, we established the mediating role of CSR perceptions on OCBs, particularly courtesy. Such behaviors align with collectivist societies, such as the Brazilian society *vis-à-vis* the North American society, in which employees tend to integrate into strong, cohesive groups and focus on building long-lasting and trustworthy relationships. Our research contributes to OCB knowledge improvement adding up Western collectivist (developing economies) context results to prior studies in Eastern collectivist contexts such as Taiwan (Chang *et al.*, 2015) and Saudi Arabia (Azim, 2016).

We inferred that Brazilian employees share similar attitudes in terms of CSR perceptions, OC and OCBs, regardless of the gender identity or type of institution they are associated with. Hence, they are equally responsive to the positive influence of CSR initiatives perceptions and OC on OCBs related to altruism, consciousness, sportsmanship and courtesy, being the latter influenced by CSR perceptions only in the presence of OC, with few exceptions.

Private HEIs' employees, who hold positive perceptions of CSR initiatives are exceptionally more prone to develop civic virtue OCBs, exceeding the leaders' expectations, getting involved in the organization's life and sustaining relationships after projects are finished. Considering the restricted employment situation among public HEI employees in Brazil – holding stability and promotions subject to national contests – might explain private HEIs employees' interest in engaging in behaviors that exceed expectations and sustain “out-of-work” relations that might lead to future employment and opportunities in the private sector. These findings can be helpful for managers, particularly those in private institutions who need to improve employee retention, which can be effectively enhanced through CSR initiatives. For policymakers and managers of public organizations, we highlight that CSR initiatives' perceptions may not relate specifically to a particular OCB dimension, as observed for private employees. Nevertheless, public employees may respond as positively as their private counterparts to CSR initiatives, leading to OCBs.

Concerning gender identity, women and men present similar influential factors and attitudes, except for the stronger influence of OC on courtesy among men. A possible explanation resides in the traditional patriarchal notion that men should be protectors and strive to avoid or prevent problems for other coworkers, particularly those to whom they are committed. Hence, we inferred that the OCB scale captures employees' behaviors even in non-Nort American developing contexts. Nonetheless, some refinement might be necessary to capture behaviors of hybrid societies that are neither as individualistic as the North-American society nor as collectivist as European societies.

As aforementioned, studies encompassing OCBs in Brazil are scant, avoiding direct comparisons between HEIs and different industries, nonetheless some parallels can be drawn. Prior research Brazilian on high-risk, oil and gas industry (one of the largest energy companies operating in the production, distribution and sales of fuels in Brazil) has shown that authentic leaders' morality and selflessness can affect employees' citizenship behavior; and the latter can as well as mediate the effects of authentic leader attributes on frontline safety participation and safety compliance (Cavazotte *et al.*, 2021). Our findings somewhat resonate similar ideas, suggesting that also in low-risk contexts—such as in HEIs,

employees who positively perceive their organizations' CSR activities (which can be influenced by authentic leaders' morality and selflessness) are more prone to engage in OCBs.

Moreover, the present study findings somewhat support seminal research with workers from public and private enterprises in Latin America (Argentina, Brazil and Mexico) (Omar *et al.*, 2007), showing that employees' CSR perceptions (i.e. organizational justice perceptions) affect their OCBs, within collectivist societies (collectivism values and practices).

In terms of managerial implications, we highlight the collectivist spirit that emerges among committed employees in Latin countries like Brazil, meaning that whenever in need to prioritize investments, general managers and strategists may benefit most from actions focused on enhancing employee's OC, particularly among those who self-identifying as men.

We shed light on the collectivist spirit that arises among committed employees in Latin countries like Brazil, meaning that managers and strategists might benefit most from actions focused on enhancing employees' OC; particularly among those employees self-identifying as "man".

Such behaviors are coherent with collectivist societies – such as the Brazilian when compared to the North American society – in which individuals (and employees) tend to integrate into strong, cohesive groups, focusing on building long-lasting and trustworthy relationships.

Limitations and suggestions for future research

Our sample consisted of data collected from employees of HEIs in Brazil, specifically professors and researchers, using a non-probabilistic convenience sample. We acknowledge that the diversity of roles, interests and expertise of HEI employees (faculty, students, staff, administration and alumni), may limit generalizations as it may oversimplify complex situations (Stephens *et al.*, 2008). Future studies could benefit from larger samples covering different sectors of the economy; comparative analyses between public and private HEIs, along with experiments controlling for employees' overall perceptions, job satisfaction and CSR initiatives. Although we established support for the discriminant validity of the OCB five-dimension structure, the internal consistency of two of the five dimensions (OCB_CT and OCB_CS) was not satisfactory, potentially due to the small number of items used for these dimensions in the EFAs. A larger sample might overcome such limitations. Mixed-method approaches, along with tracking and analyzing the presence of CSR initiatives, as well as longitudinal studies, would provide interesting complementary data.

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