



“Gheorghe Asachi” Technical University of Iasi, Romania



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## ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR INTEGRATED MANAGEMENT SYSTEMS PERFORMANCE

Alexandra Simon

Business Department, Autonomous University of Barcelona, Faculty of Economics and Business,  
Building B Av. Eix Central, s/n, Campus UAB 08193 - Bellaterra (Cerdanyola del Vallès), Spain  
Email: [alexandra.simon@uab.cat](mailto:alexandra.simon@uab.cat); Phone: 935 81 12 09

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### Abstract

This paper attempts to adopt the Organizational Citizenship Behavior (OCB) theory to understand how individual, voluntary quality, environmental and Organizational Health and Safety (OHS) actions of employees impact Integrated Management System (IMS) performance. The methodology involves an exploratory qualitative analysis based on interviews to IMS managers located in the North-East of Spain. The findings from the case study analysis discover several OCB related dimensions which are necessary to maintain and improve the IMS within organizations. Among them, values such as altruism, organizational loyalty, and self-development of non-mandatory IMS actions are highlighted. The paper contributes to both the fields of IMS and OCB by providing novel knowledge on how voluntary initiatives for the quality, the environment and OHS positively influence IMS practices, its internalization level, and its efficiency.

*Key words:* environmental management, integrated management system, ISO 9001, organizational citizenship behavior, quality management

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### 1. Introduction

Many organizations are working with IMS. This allows them to meet the expectations of an array of stakeholders in terms of being able to provide quality products and services to customers while complying with environmental, human being and ethical demands (Nunhes et al., 2019). Because of the similar structure of the different Management Systems (MSs) such as Quality Management Systems (QMS), Environmental Management Systems (EMS), or Occupational Health and Safety Management Systems (OHSMS), their integration has been proved to be a successful strategy for companies in terms of efficiency and performance (Blasco-Torregrosa et al., 2021; Gapp et al., 2008; Martí-Ballester and Simon, 2017; Molina Azorin et al., 2009). This includes, but is not limited to, the improvements in the communication culture of the organization, the increase on employees' productivity and greater

employee awareness, as well as many other benefits regarding other aspects of the organization such as the improvement of the company's image, the enlargement of new customers pool or the facilitation of access to new markets (Yuriev et al., 2020; Zeng et al., 2011).

However, adopting formal management systems is a necessary but not enough condition for the success of IMS and the certification process does not provide an assurance for internal commitment to providing quality products, environmental sustainability (Samy et al., 2015) or employee wellbeing in the workplace (Yin and Schmeidler, 2009). The complexity and diversity of IMS related issues requires individual, voluntary behaviors that are seldom covered by management systems and standards (Boiral, 2009). These unquantifiable, unofficial, non-mandatory aspects are usually contingent on employee's organizational citizenship behaviors (Organ, 1988) and not contemplated by a

ceremonial implementation of management systems and standards.

Although the scholarly literature has overlooked the impact of OCB on quality, environmental and OHS issues jointly in an IMS, the conceptual framework used to examine OCBs and their role in organizations may be relevant to the investigation of the role of employee individual and voluntary behaviors within an IMS context (Nunhes et al., 2016; Sugianingrat et al., 2019).

These extra-role behaviors are most often ignored or taken for granted, yet they would gain by being considered in an IMS. Similarly, any analysis of OCBs can no longer overlook the joint effect of quality, environmental and OHS issues, which constitute a dominant consumer and social concern, as much within organizations as well as in society. Thus, this article aims to accomplish three main objectives: 1) build bridges between OCB theories and those of IMS while shedding light on the pertinence and practical implications of such an approach; 2) the article will attempt to show how and why OCBs play an essential role in IMS performance and; 3) finally, means of promoting OCBs within an IMS and their implications for managers will be examined and illustrated from the case study analysis that will be performed later in the paper.

The subject of OCB has increasingly been drawing the attention of many scholars (Organ et al., 2006). OCBs are voluntary behaviors not recognized by the organization that can contribute to its operational efficiency. These actions include altruism among employees, involvement with various unrewarded activities, attendance to training programs, contributions to the continuous improvement of the organization and identification with the corporate image and values. In general terms, OCB has been related to efficiency, customer satisfaction, financial performance, and revenue growth (Organ et al., 2006). OCB can also involve challenging the status quo and thinking critically about how things could improve. Employees who can think critically can identify opportunities to improve the way things are done, even if those improvements are not explicitly required by the company (Ghobadiyan et al., 2022).

The performance of the IMS may well be improved by having employees do these extra role activities in an “integrated” way in the IMS instead of doing these activities separately for each MS. Thus, if organizations encourage OCBs for the IMS to profit from its synergies this would result in both improved IMS and organizational performance. Indeed, the active and voluntary contribution of employees is one of the principal factors influencing the implementation and integration of the different management systems and standards (Bernardo et al., 2015; Boiral, 2007). It has been proved that formalized systems cannot efficiently promote all types of behaviors. For instance, such behaviors as the contribution to cleaner production and the reduction of the environmental impacts of organizations, the efforts to avoid

interpersonal conflicts or the knowledge sharing for quality process improvement, are not necessarily explicitly included in the respective environmental, OHS and quality management.

Thus, IMS performance is dependent on formal technological systems and practices, regarding the processes of the system itself, also called ‘hard’ determinants. However, managerial ‘soft’ determinants are also essential for an effective approach to IMS issues. This includes managers and employee’s engagement with IMS topics, identification with organizational values and culture, and collaboration among employees (Testa et al., 2017). Formal management systems do not incorporate these informal behaviors, which are usually based on OCBs (Boiral et al., 2018). Moreover, the internalization of IMS largely depends on managers’ commitment and leadership, two founding concepts of OCB (Testa et al., 2018). The leader must personally be engaged in conveying the company’s strategy and objectives and in stimulating and rewarding the employees (Zeng et al., 2009). Employee commitment can lead to innovations addressed to the different management systems and the development of specific organizational capabilities that improve corporate competitiveness (Yuriev et al., 2018). All in all, it can be established that OCBs decrease the probability of a bureaucratic and symbolic implementation of an IMSs, which is deemed to be one of its major pitfalls (Simon et al., 2012, 2013; Testa et al., 2018).

Despite their importance, individual and voluntary behavior of both managers and employees has not been examined in the literature on IMS even if most studies in this field acknowledge that employee’s engagement is the most important factor for IMS internalization and efficiency. For instance, Simon et al. (2012) found that employee’s motivation and top leadership commitment were two the most important factors for a successful IMS. However, most IMS research does not differentiate voluntary involvement from compliance involvement with the organization’s management systems (Paillé et al., 2013).

Fig. 1 represents the conceptual model regarding literature review, where the arrows represent relationships between hard and soft determinants, and their effect to IMS performance understood as internalization level and efficiency of the IMS.

## **2. Case-studies presentation**

Considering the theoretical and empirical gaps evidenced in the introduction and the literature review, the aim of this study is to explore whether and how the application of OCBs in the field of IMS can affect its performance. To accomplish this objective, an exploratory multiple case study was performed on a sample of companies that have implemented an IMS, focusing on meanings rather than measurement of preestablished variables, which require a qualitative and inductive approach (Merriam, 2002).

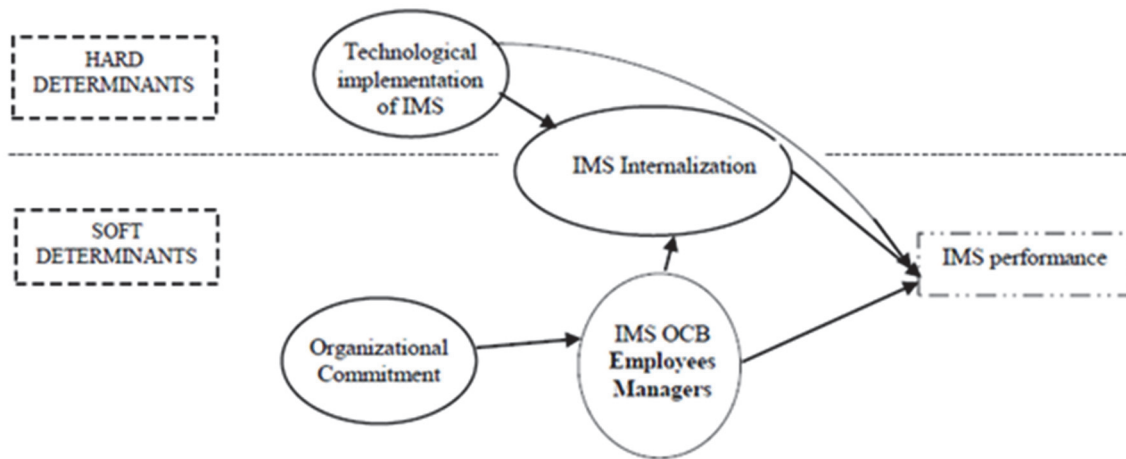


Fig. 1. Conceptual model (own elaboration based on Paillé et al. (2013) and Testa et al. (2018))

For example, the research described here examined how organizations can use different OCB behaviors to obtain IMS benefits. Case studies are not meant to be generalizable but rather they are utilized here to gather information about the reality of organizations (Eisenhardt and Graebner, 2007). The cases were chosen for both convenience and as exemplar cases for exploring how some organizations apply OCB to an IMS. A multiple case study approach was preferred because it enabled the collection of more accurate and comparative data (Eisenhardt and Graebner, 2007; Yin, 1989). Therefore, an in-depth investigation of five cases was conducted. Because the results showed consistent patterns it was decided not to extend the number of cases.

A theoretical judgement purposive sampling method was used to select the cases (Eisenhardt and Graebner, 2007). According to Eisenhardt (1989), the sample should be a small selection of extreme and clear cases that illustrate the phenomenon of interest, which in this case is the impact of OCBs on IMS performance. In general, this theoretical sample was obtained from information provided by SABI-Bureau Van Dijk (Sistema de Análisis de Balances Ibérico-Iberian Balance Sheet Analysis System) database and the conceptual sampling design allowed us to introduce some degree of variance in our case selection criteria by including companies within different sectors and with different integration levels. To avoid researcher bias, the study relied on a clear theoretical framework (OCB and IMS) and used multiple sources of data (interviews, internal documents and reports and company webpages).

By using multiple sources of data, the researcher triangulated their findings and reduced the risk of bias. Interviews were conducted with the IMS managers from five companies situated in the North-East of Spain. All the companies interviewed were had implemented at least a QMS, an EMS and an OHSMS and had them integrated. The level of integration was self-assessed by the companies interviewed.

### 2.1. Data collection

Fieldwork has been a fundamental part of this investigation. The initial contact with the case study organizations was established by email during the months of November and December 2019. This first contact e-mail clearly explained the objectives of the study and the search for respondents with a significant experience in management systems and their integration. This first contact resulted in ten companies answering. After exchanging some more e-mails and telephone calls with the managers responsible for the IMS of these companies, five of them agreed to be interviewed and the meetings were scheduled during the months of January and February 2020. Regarding the interviews with the managers of the organizations, a short, semi-structured interview guide with seven general questions was used, which was developed drawing on prior theoretical analysis of OCBs and IMSs.

The questions of the interview guide covered various topics, related to the manager's perceptions about their own and their employees' attitudes and commitment towards the different MSs and IMS, OCBs behaviors in the IMS and the culture and climate generated in the workplace due to IMSs implementation (Francoeur et al., 2019). While adhering to the interview protocol, respondents were allowed to guide the flow and content of the discussion with the objective of reducing interviewer-induced biases by maintaining objectivity (McCracken, 1988). This offered informants an opportunity to elaborate on certain aspects, if needed. All interviews were recorded, transcribed, and included in a case study protocol (Yin, 1989). The interviews ranged from 40 to 60 minutes. To extend the insights from the interviews, informal discussions with managers were held and observations were made. In addition, secondary data was collected from organization reports, web pages, and other company information that the author had access to when studying the

organization and which were available internally and publicly, thus allowing for empirical triangulation of the data. The organizations were asked to read the case study which had previously been written, to validate the information and to answer some further questions to clarify and to add to the information which was already in the case study.

### 2.2. Data analysis

The data analysis started using a within-case analysis, analyzing each case separately, and compiling a case study history based on the interviews, field notes, observations, and secondary data (Yin, 1989). A cross-case analysis was then performed, in which the first-order findings in each case across the cases were compared looking for similar themes (Yin, 1989). The cross-case analysis was conducted after completing the data collection, so that the cases could be replicated. Then, the empirical data was compared to the literature which constituted the conceptual framework for this article. This analysis was a continuous process that required repeated reading of the interview files, the notes, the secondary data, and the theoretical framework.

### 2.3. Validity and reliability issues

Regarding validity and reliability, the present study meets the requirements of internal validity

(Gibbert and Ruigrok, 2010; Yin, 1989) by following three approaches: a) the research is grounded on existing literature on IMS and OCB; b) case study findings are related with the results of previous research, relying thus on a pattern matching strategy (Eisenhardt, 1989); and c) a theory triangulation approach is followed (Yin, 1989), validating the results in the light of both IMS and OCB. A solid research framework was conceived before starting to collect the data for the cases with the purpose of reinforcing internal validity. The combination of the interviews with the analysis of secondary data (web pages and reports information) and direct observation allows for construct validity.

Collecting data on-site together with an active confirmation on the interpretation of data between the author and the organizations interviewed facilitated guarantying the accuracy of the findings. External validity, (Eisenhardt, 1989), which refers to the generalization from empirical observations to theory (Gibbert and Ruigrok, 2010; Yin, 1989) is dependent on the total of cases included as well as on the reporting of sampling criteria and organizations' background and characteristics.

Reliability in this investigation was accomplished with the help of the case protocol. According to this methodology, in the next sections of the paper, the analysis of the five case studies is performed. The companies' characteristics are presented in Table 1.

**Table 1.** Companies' characteristics

	<i>Firm A</i>	<i>Firm B</i>	<i>Firm C</i>	<i>Firm D</i>	<i>Firm E</i>
<b>Number of employees (size)</b>	370 (Big)	41 (Small)	10 (Small)	70 (Medium)	200 (Medium)
<b>Activity</b>	Managing technologies to create and transfer sustainable social, environmental, economic and industrial value to companies.	Design, sale, installation and maintenance of games for playgrounds and outdoor sports areas, as well as technical advice on regulations and safety.	Technical advice on the implementation and verification of quality, food safety, environmental and hygiene processes.	Manufacture and distribution of packaging and equipment solutions.	Integrated waste management and environmental resources.
<b>Age (years)</b>	+100	+20	+10	+60	+30
<b>Location</b>	Terrassa	Barcelona	Terrassa	Ripollet	Barcelona
<b>MSs certificates</b>	ISO 9001:2015 (Quality); 14001:2015 (Environmental); OHSAS 18001:2007 (Occupational Health and Safety); EMAS (Eco-Management and Audit Scheme); ISO 17025:2017 (Competence of testing and calibration laboratories) and EFQM (European Foundation of Quality Management)	ISO 9001: 2015 (Quality); ISO 14001:2015 (Environmental); OHSAS 18001:2007 (Occupational Health and Safety); EN 16630:2015 (Safety related to permanently installed outdoor fitness equipment); EN 1176-7:2009 (Quality related to playground equipment and surfacing)	No certificates  Quality MS; Environmental MS and an Occupational Health and Safety MS	ISO 9001:2015 (Quality); 14001:2015 (Environmental); OHSAS 18001:2007 (Occupational Health and Safety); ISO 14064:2012 (Environmental related to measure emissions of carbon dioxide and other greenhouse gases); ISO 27001:2013 (Computer and Information Security)	ISO 9001: 2015 (Quality); ISO 14001:2015 (Environmental) and OHSAS 18001:2007 (Occupational Health and Safety)
<b>Integration level</b>	High	Medium-high	High	High	High

### 3. Results and discussion

In this section, the five case studies are presented, showing whether and how OCB help increase IMS performance through issues such as employee identification with OCBs in the different IMS areas; internalization sources; training as a source of OCBs and continuous improvement; organizational culture; and managers' and employee's commitment to IMS. Illustrative quotations from the interviewees' responses for each of these issues are provided in each subsection.

#### 3.1. Sources for IMS performance: the role of OCBs

The first step in the analysis was the identification and classification of the different sources of OCBs in the IMS based on the answers. Individual initiative that comes from personal values and consciousness seems to be the most important source of OCB, followed by the managers leading by the example and organizational loyalty. Self-development (mainly training) is also mentioned as an important source for the continuous improvement of the IMS.

All the companies, except for Firm B, affirm that individual initiatives of employees who commit and engage on OCBs with respect to IMSs issues act as facilitators for the integration of both voluntary and mandatory environmentally friendly practices, providing a higher focus on product quality and process improvement as well as encouraging awareness of health and safety issues in the workplace. In general, OCBs have contributed to the internalization, efficiency, and performance of the IMS mainly through the increase of employee and management awareness. *"Employees have a reality, that production needs to be done and that they must respond to quality, production, and economic goals. However, they all also understand that if we do not try to integrate production with the environment, with safety and everyone goes their separate ways, it is very difficult for them to assume all these points."* (Quality Manager of Firm E).

Again, all the firms, regardless of Firm B, claim that the fact of having an IMS has also promoted an organizational climate that encourages sportsmanship and altruism and more IMS topics to be discussed. Thus, employees behave helping more their colleagues in topics related to IMS, such as tempting others to recycle or encouraging them to assist to safety training programs. In addition, one of the firms –Firm E–, states that the higher the level of internalization of the different IMS aspects, the more impact it has on employees and managers regarding these issues, as integrating different concepts in the same procedures enables them to get closer to the IMS activities. On the other hand, Firm B claims that there are almost non existing voluntary actions and OCBs related to IMS in the organization, as the members of Firm B are more devoted to their mandatory day-to-

day work, which include fulfilling the minimum requirements of the IMS. In their case, the main driver for implementing the IMS was external and for a commercial strategy purpose, they have decided to implement its IMS to its minimum, with a low internalization level, thus there is hardly management nor employee commitment towards the improvement of IMSs performance. Therefore, actions towards IMS in this firm are more a mandatory than a voluntary issue, even though an aim of improvement is present in employees and managers, albeit more oriented to personal interests and comfort in the workplace than to consciousness on IMS topics. *"Very often what happens is that you try to adapt the IMS (...) to your way of working, instead of adapting your way of working to the IMSs, therefore this volunteering does not exist. However, there is always a spirit of improvement because of course, people want to work well, but it is not due having an IMS implemented."* (Manager responsible of the IMS of Firm B).

Despite the low level of OCBs that Firm B reports to have, the respondent explained that new suggestions for the IMS development are sometimes made, to improve the quality, the environment and the health and safety at work. Suggestions on projects have been applied during the last year, such as changing the lighting system to LED lighting, which reduced the environmental impact and the expenses on light invoices; developing an electricity management system, as most of the machinery that the company uses are electric and consumes a lot of electricity. However, the respondent remarked that all these improvements on IMS issues have been more derived by energy and economic savings of the company than by environmental improvements and consciousness of the employees.

Nevertheless, four of the firms –Firm A, Firm C, Firm D and Firm E– coincide that individual positive behaviors towards the IMS come from the voluntary initiatives of the employees. *"It is true that the fact that there is an established IMS helps manage better its different areas and projects, but the main thing is the mentality of each one, what counts is the attitude of each of the employees."* (Executive Manager of Firm D). According to Firm D, employees think that there is a part of the IMS activities that is mandatory, as there are requirements that need to be fulfilled to annually renew the certifications.

However, the respondent remarked that there is an important part that is voluntary. The attitude and predisposition of the employee who bears responsibility is a very important factor when talking about voluntary actions and positive OCBs towards the IMS. *"There is an important part that is voluntary. That you are sensitive to what is happening; your values and the fact that you want them applied to your work; and above all the attitude, which for me is a 90% of what is going on with the IMS."* (Executive Manager of Firm D).

According to the respondent of Firm E, having an IMS implemented promotes, in some proportion,

individual initiatives related to IMS. However, the respondent recalled that most of these attitudes aren't as much influenced from the technical implementation of the IMS as they are from each individual mentality and values. *"This varies a lot depending on the person. I mean, there are people who believe a lot and then help a lot to make it work, and there are people who don't. They (employees) know that not caring about these subjects... it is already part of their job."* (Quality Manager of Firm E).

An interesting pattern detected among the five companies shows in the differences regarding the sources of OCBs for IMS before the formal or technical implementation of the different MSs and their integration and certification compared to the attitudes reflected after completing this formalization process. Of the five companies analyzed, three (A, B and E) indicate that in a first moment, while the company had not formalized their IMS, OCBs came primarily from individual initiatives derived from personal values and beliefs, while after the IMS formalization process, a more collectivistic type of behaviors emerged. The other two companies (C and D) state that OCBs always have come and still do because the IMS acts as a facilitator for them. *"The knowledge of the quality, environmental and OHS standards implemented, and the process of implementation makes the staff involved aware of the benefits of fulfilling the obligations arising from it as well as of the benefits for the company of going beyond these obligations."* (General Manager of Firm C). These findings indicate that sources of OCB for the IMS evolve and the patterns of the first stages of the IMS implementation are not necessarily fully reproduced in posterior stages.

### 3.2. Training for continuous improvement

Another observable pattern illustrated by the cases regarding OCB practices for IMS performance is the importance given to formal training with the aim to continuously improve the system.

The managers in charge of the implementation and monitoring of the IMS of all the interviewed firms, except for Firm B, voluntary attend to conferences and events that have to do with some of the topics of IMS, to acquire a higher knowledge of the standards and optimize the IMS performance. Two companies, Firm A and Firm E, run in-house training programs for managers and employees regarding IMSs topics as well as endorse working groups to work with new issues that have come out related to the IMS. *"Internal training is encouraged, and we have awareness campaigns in the intranet or physically. For example, there is an environmental awareness space that we have built in the cafeteria"* (Quality Manager of Firm A).

Every year, all the companies interviewed challenge themselves to make new proposals for the IMS, to improve year after year the quality, the environment and the health and safety at work. *"These initiatives define the company as socially responsible*

*and productive with the commitment to continuous improvement, positivizing and optimizing the company's image in front of its customers."* (General Manager of Firm C). However, apart from Firm A, these voluntary improvement suggestions mostly come from the management team, auditors, or department heads, as there is not a full implication from the employees in IMS improvement issues. Company A on the other hand, facilitates improvement proposals through different channels where any employee or manager can make suggestions for a broad array of different issues related to the company, including IMS topics. *"Anyone can suggest improvements in procedures through our document management system, also improvements in specific actions through our internal channel."* (Quality Manager of Firm A).

### 3.3. OCBs for organizational compliance in the IMS

All the respondents except for firm B, claim that voluntary initiatives in the context of the IMS stimulate an organizational climate that encourages more IMS topics to be discussed and employees to behave helping more their colleagues in topics related to IMS.

The respondent of Firm C mentioned the positive impact of having an IMS on managers and employees' individual attitudes as well as on organizational climate. *"First, we felt like we were forced to learn and apply all the processes and technological aspects of each of the standards to annually certify them, and then we had to integrate it all, which at first can be cumbersome but, in the end, it turns out that a job that is well done is easier to do. All this process has meant for us that all that documentation is orderly, consistent and has a correct traceability. The moment you know how to do things this way, who gets back to chaos? Chaos is a daily improvisation, which wears out very professionally speaking. When you know where to place things and your day is no longer a mess, you know where to put them on track, everybody works better and is happier."* (General Manager of Firm C).

### 3.4. Organizational commitment for IMS OCBs

All the companies remarked the vital importance of management commitment to be able to lead by example, engage employees in OCB behaviors and improve IMS issues. *"If there isn't a committed boss, people look the other way."* (Quality Manager of Firm E). Also relevant is their communication of the company's values and goals to employees to increase employee's organizational commitment and shared values that lead to positive OCB towards IMS performance. *"The people responsible for the implementation of the quality, environmental and safety systems have regular meetings with the heads of the departments and they, in turn, escalate it to the rest of their colleagues and collaborators. So logically it is a chain (...). If from the general direction we lead by*

example, all the values and initiatives are transmitted and propagated.” (Executive Manager of Firm D).

The respondents of firms C and D observed that individual voluntary positive behaviors towards IMS are also influenced by a matter of collective responsibility, which emanates from the management of the company. “As a general rule in our company we have habits of behavior, of conduct, of health, but obviously everyone acts their way. If there is no established policy governing these behaviors and habits, it cannot be carried out.” (Executive Manager of Firm D). Part of Firm D respondent’s job is to be in continuous contact with all the employees to create a healthy work environment and try to encourage the communication and discussion of IMS initiatives. According to them, in the long run, organizational commitment has a positive impact on the culture of the company and OCB voluntary behaviors which in turn favors IMS performance. “There is an impact because everybody is focused on these topics, they are aware and part of the company culture and they take action, even if it is because we are seeing it and they take it as a social norm.” (Executive Manager of Firm D).

On the other hand, two firms, B and E, express the difficulties of implicating employees in the different IMS areas. “I would like individual suggestions and improvement proposals to go beyond the quality manager, for example (...) but some people seem to find it complicated to identify improvement

areas and then make a proposal for the integrated management system” (Quality Manager of Firm E).

Table 2 shows the application of the Organ et al. (2006) OCB taxonomy to the IMS of an organization and summarizes the impact of OCBs on IMS performance for the five case studies through the different dimensions analyzed in this section. The voluntary behaviors are divided in six different types (organizational compliance; helping; self-development; organizational loyalty; individual initiative; sportsmanship) (based on Organ et al., 2006), which influence quality, environmental and OHS actions in an IMS context. From the empirical evidence provided by the interviews, three types of organization based on the impact of the six main OCBs dimensions on IMS performance are further distinguished.

These three types of organizations have been labelled as “Unconditional” (for firms that are highly committed and enthusiastic about OCBs for the IMS); “Conditional” (firms that perform OCB based on perceived opportunity from external stakeholders and costs involved); and “Unwilling” (firms that are reluctant about performing OCB for the IMS). The findings show 3 unconditional organizations (organizations A, D and E), 1 unwilling organization (organization B) and 1 conditional type (organization C). The three types of organization are represented in Table 2.

**Table 2.** Impact of main OCBs dimensions on IMS performance

<i>OCB dimensions (Organ et al., 2006)</i>	<i>IMS application</i>	<i>Firm A</i>	<i>Firm B</i>	<i>Firm C</i>	<i>Firm D</i>	<i>Firm E</i>
ORGANIZATIONAL COMPLIANCE	Organizational climate; employee and management values; engagement with OCBs towards IMS issues	High	Low	High	High	Medium
HELPING	Altruism at the workplace; voluntary actions aimed at helping other employees towards IMS issues	Medium	Low	High	High	Medium
SELF-DEVELOPMENT	Company members’ attendance to conferences, events and training programs regarding the IMS	High	Low	Medium	Medium	High
ORGANIZATIONAL LOYALTY	Support for organizational objectives; defense of the corporate image to stakeholders	High	Medium	High	High	High
INDIVIDUAL INITIATIVE	Company members’ voluntary OCBs and actions towards IMS issues; new suggestions for the IMS development and improvement	High	Medium	High	High	Medium
SPORTSMANSHIP	Company members’ positive attitude towards the IMS	High	Low	Medium	High	High
TYPE OF ORGANIZATION		Unconditional	Unwilling	Conditional	Unconditional	Unconditional

### 3.5. Propositions development

The findings of the paper show that employee and management awareness, commitment, and engagement on OCBs with respect to the different MSs areas within the company (quality, environment and OHS) improves the internalization and efficiency of the IMS. These are the main variables to consider regarding the influence on these positive individual voluntary behaviors towards IMS, as in some cases, they aren't as much influenced from the technical implementation of the IMS itself as they are from collective and individual consciousness, responsibility, and values. Indeed, management implication and commitment on IMS topics to lead by example, and their communication of the company's values and goals to employees is crucial in order to engage commitment and lead to positive behaviors and increase employee practices towards IMS topics. Accordingly, we propose the following:

*Proposition 1a: Individual voluntary behaviors towards IMS are more influenced from soft determinants (collective and individual consciousness, responsibility, and values) than from hard determinants (technical implementation).*

*Proposition 1b: Management commitment is the most important source of OCB in an IMS context.*

Generally, having an IMS implemented in a company usually makes the members more eager to take initiatives and promote different behaviors in respect to MSs issues, creating a positive impact on employees OCBs and fostering an emotional attachment to different MSs issues. Therefore, we propose the following:

*Proposition 2: Having an IMS promotes an organizational climate that encourages altruism and other OCB helping behaviors among employees.*

However, the motivations for implementing an IMS highly affect the employees' OCBs and attitude towards different IMSs issues. Pressures from certain stakeholders can foster the superficial implementation of IMS practices with the only objective of strengthening the company's image, while other pressures can facilitate the internalization of IMS practices. As we observed in the case of Firm B, stakeholders' drivers for implementing the IMS were only for commercial strategy purposes, so they implemented the IMS to its minimums and there is low management and employee commitment towards these topics. Based on these findings, we propose the following:

*Proposition 3: External stakeholder pressures can negatively affect the employees' OCBs towards different IMSs.*

Additionally, having an IMS implemented in a company generally tends to make the managers in charge of the implementation and monitoring of the IMS attend to conferences and events that have to do with some of the topics of IMS, to acquire a higher knowledge of the standards and optimize the company's performance. However, it seems like only

few companies dedicate resources to proportionate training programs regarding IMSs topics to both managers and employees. This relates to the level of internalization of IMS that the company has and its implication towards IMS issues. Generally, the companies with an implemented IMS challenge themselves every year making new proposals to improve it. However, these suggestions of improvement are done mostly by managers, auditors, or department heads, as there is not a full implication from the employees in IMS improvement issues. Thus, we put forward the following propositions:

*Proposition 4a: Formal and informal training programs increase the likelihood that employees will engage in OCBs towards the IMS.*

*Proposition 4b: OCBs for continuous improvement are mainly driven by managers.*

The objectives of this study were to assess whether and how OCBs can help increase IMS internalization and performance, through an exploratory case study and a deep analysis of the basic OCB and IMS concepts in the literature review. Five independent interviews were conducted to managers from different firms where voluntary behaviors towards IMS topics were discussed. Consequently, thanks to the analysis performed, this study supports several conclusions.

The findings from the case study analysis discover several OCB related dimensions which are necessary to maintain and improve the IMS within organizations (Yuriev et al., 2018). Among them, values such as altruism, organizational loyalty, and self-development of non-mandatory IMS actions such as training are highlighted (Organ et al., 2006). Second, the companies are also convinced of the importance of employees OCBs as determinant factors for continuous improvement which act as pillars for development and performance of the IMS (Nunhes et al., 2019). Third, the companies claim that initiatives in the IMS are generally associated with a range of formal environmental, quality and OHS jointly managed practices, that come from the implementation and integration of the different MSs, such as the development of policies, the definition of objectives, the adoption of management systems and the publication of reports (Nunhes et al., 2019; Simon et al., 2012). However, these practices may not be enough to deal with the complexity of IMS issues, since their effectiveness largely depends on informal voluntary initiatives that are difficult to control. Thus, top management commitment as suggested by Nunhes et al. (2019), emerges as one of the main sources of voluntary behaviors regarding the promotion and development of IMS related activities. In addition, it is observed that firms complying with other standards aside to the usual ones (QMS, EMS and OHSMS), like companies A and D, tend to have more mature IMS which can link to more organizational commitment in several ways. By complying with other standards, organizations can demonstrate their commitment to high values, create a more positive and supportive



work environment, and provide employees with opportunities to learn and grow. This can lead to increased employee engagement, satisfaction, and commitment. Indeed, Hollingworth and Valentine (2014) found that firms with CSR or customer-oriented MS in addition to the QMS were more likely to have employees who were engaged in their work and who felt a sense of belonging to the organization. The study also found that these firms were more likely to have employees who were willing to go the extra mile for the organization. In the same vein, the study of Krajcsák (2019) found that firms with multiple management systems were more likely to have employees who were committed to quality and to continuous improvement. The study also found that these firms were more likely to have employees who were willing to be more innovative and share their knowledge and ideas with others.

Thus, beyond the specific behaviors in the IMS considered as OCBs, the results suggest that the role of soft determinants such as individual values and norms is vital for triggering a particular action (Hemingway and Maclagan, 2004; Stern et al., 1999). Nonetheless, the influence of manager's principles on the IMS performance of a company is not enough when it is not endorsed by employee commitment (Foote and Li - Ping Tang, 2008), as has been stated by all the companies analyzed. The case study results stress how vital employees' commitment is in the effectiveness of the IMS (Fernández-Muñiz et al., 2009; Testa et al., 2018). From the case results, it can be expected that voluntary initiatives for the quality, the environment and OHS positively influence IMS practices, its internalization level and its efficiency. This effect is expected to be higher when OCBs are encouraged and executed by managers whose actions are likely to be replicated within the organization (Yaffe and Kark, 2011). In conclusion, it can be assumed that OCBs decrease the likelihood of a symbolic implementation of IMS, which is believed to be one of its main drawbacks (Nunhes et al., 2019).

#### 4. Conclusions

The results of the cases analyzed show which organizational citizenship behaviors are needed to meet the complex challenges of IMS, specifically, due to the diversity of quality, environmental and OHS issues and the limitations of formal management systems to include these voluntary initiatives. The main aspects highlighted by the organizations include altruism among employees to encourage each other to engage in different initiatives in the IMS; organizational loyalty, which includes support for IMS objectives and defense of the corporate image to stakeholders; and self-development voluntary behaviors in form of training to develop personal knowledge, skills, and abilities that help contribute to IMS functioning.

Through the appropriate implementation of a management system, several values can be improved. For instance, MSs can help organizations to better

understand the needs and expectations of their customers; it can help leaders to establish a clear vision and direction for the organization or help them recognize and invest in their employees. By implementing management systems that align with the ISO 9001, ISO 14001 or other MSs standards, organizations can promote these values and improve their overall performance. The companies are also convinced of the importance of employees OCBs as determinant factors for continuous improvement which act as pillars for development and performance of the IMS. According to the study, it can be assumed that implementing an IMS initially encourages mandatory behaviors, usually driven by the managerial team. However, not all the actions towards IMS issues within a company are mandatory, as there is an important part that is voluntary and comes from individual values and consciousness of everyone in the company. The main limitation of this study is related to the fact that only managers of the companies were interviewed, thus, missing the important point of view of employees. This suggests a future research line by examining whether the perceptions of employees coincide with those of the organization's management. Also, for future research, the impact of OCB on other MSs like CSR or Innovation could be analyzed as the research in these areas is virtually non-existent.

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