

### Gender and Organizational Citizenship Behavior

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### Abstract and Keywords

The current chapter reviews theory and findings with regard to relationships between gender and organizational citizenship behavior (OCB). Based on self-report OCB studies, female employees tend to report that they perform more communal OCB (e.g., altruism) than do male employees, whereas male employees tend to report that they perform more agentic OCB (e.g., sportsmanship) than do female employees. However, supervisors do not appear to rate male and female employees differently on OCB performance. Our review also suggests that even with the same amount of OCB performance, female employees tend to be disadvantaged with regard to career-related outcomes (e.g., promotion) relative to male employees. For future research, we encourage researchers to distinguish between actual and perceived OCB performance and examine associated gender differences. Measurement invariance of OCB across gender, different career success outcomes between males and females, and the effects of gender egalitarianism in cultures also need further investigation.

**Keywords:** organizational citizenship behaviors, gender role beliefs, gender role differences, communal behaviors, agentic behaviors, gender egalitarianism, career-related outcomes

The study of organizational citizenship behavior (OCB) has flourished over the past several decades (e.g., Organ, Podsakoff, & Podsakoff, 2011; Podsakoff, MacKenzie, & Organ, 2006). Much of the existing OCB research has focused on antecedents such as dispositional variables and job attitudes (e.g., Chiaburu, Oh, Berry, Li, & Gardner, 2011; Ilies, Fulmer, Spitzmuller, & Johnson, 2009). In addition, a considerable body of research has demonstrated that OCB predicts a wide variety of individual outcomes (Podsakoff, Whiting, Podsakoff, & Blume, 2009) that include evaluations of overall performance (e.g., Allen & Rush, 1998; Motowidlo & Van Scotter, 1994; Whiting, Podsakoff, & Pierce, 2008) and organizational rewards (e.g., Allen, 2006; Allen & Rush, 1998; Hui, Lam, & Law, 2000; Jawahar & Ferris, 2011; Van Scotter, Motowidlo, & Cross, 2000). Pertinent to this chapter, a small body of research has focused on OCB and gender. Specifically, researchers have examined if ratings of, and the outcomes associated with, OCB differ

across gender (e.g., Allen, 2006; Allen & Rush, 2001; Farrell & Finkelstein, 2007; Kidder & Parks, 2001).

An in-depth review of the existing literature that links OCB and gender at this juncture is important for several reasons. There is a long history of research investigating gender differences in task performance evaluations (e.g., Joshi, Son, & Roh, 2015). We know that men and women are often evaluated differently for their task performance. For example, recent research indicates that the competence signals that enable both men and women job applicants to be hired (e.g., educational attainment) can result in a drop in the subsequent performance evaluations of women. Specifically, Inesi and Cable (2015) found that women with stronger competence signals were given worse performance evaluations than were women with weaker competence signals. Given that OCB is related to a variety of (p. 222) organizational rewards, a similar body of research examining OCB ratings is needed. If men and women are consistently evaluated differently with regard to OCB, there are implications for workplace fairness and career advancement. By taking stock of the small body of existing research, we provide researchers with a roadmap for conducting future research in this area.

The purpose of the current chapter is to review the literature that links OCB and gender. First, we begin the chapter with a review of theoretical perspectives that provide explanations as to why gender should be taken into account when considering the performance of OCB. Second, we review research findings from both the organizational behavior and the social psychology literatures that concern the direct relationship between OCB and gender. Third, we examine gender as a moderator of predictor-OCB relationships followed by gender as a moderator of OCB-outcome relationships. Fourth, we review the small number of studies that have examined gender of the supervisor as a variable of interest associated with OCB. Finally, we conclude the chapter with a discussion of implications and future research.

## Theoretical Background

### Gender Role Beliefs

Gender is often described as the most recognized and earliest learned social dichotomy (Fausto-Sterling, 1985; Fiske & Taylor, 1991). Gender differentiation begins at birth (e.g., blue is for boys and pink is for girls) and continues throughout the adult life span (e.g., women should take care of the children and men should take care of the lawn). Gender roles refer to the shared beliefs that apply to members of society based on their socially identified sex (Eagly, 1987). Societal views with regard to the idea that there are careers, activities, and emotions that are better suited for one sex over the other sex are pervasive and persistent across time. Such perspectives lead to stereotyped views of men and women. Descriptive stereotypes refer to beliefs with regard to what men and women are assumed to be like, whereas prescriptive stereotypes refer to the ways in which men and women ought to behave (Eagly, 1987; Heilman, 2001). Women are presumed to possess

high levels of communal attributes such as friendliness, unselfishness, and concern for others, whereas men are thought to possess agentic attributes such as confidence, independence, and assertiveness (e.g., Bakan, 1966; Eagly, 2009). The traits ascribed to each gender become the basis for judgments concerning the suitable ways in which women and men should and should not behave at home and at work. For example, women should be family caretakers, whereas men should be financial providers. As described by Eagly (2009), gender role beliefs are embedded in the expectations of others and therefore can act as a social norm. Moreover, others often punish those who commit norm violations (Cialdini & Trost, 1998).

Gender role beliefs imply different prosocial behaviors across men and women (Eagly, 2009). As noted by Eagly, prosocial behaviors are more common to women to the extent that the behavior has a communal focus and more common to men to the extent that the behavior has an agentic focus. Also, Spence and Helmreich (1980) argued that feminine behaviors or expressive behaviors (e.g., empathy) are considered other-oriented behaviors, whereas masculine or instrumental behaviors (e.g., competitiveness) are considered self-oriented behaviors. Based on their arguments, Kidder and Parks (2001) indicated that other-oriented behaviors (e.g., OCB-I, altruism, courtesy) are consistent with female communal characteristics, and self-oriented behaviors (e.g., OCB-O, civic virtue, conscientiousness, sportsmanship) are consistent with male agentic characteristics.

Several studies have investigated expectations to perform OCB, providing some evidence that OCB is indeed a sex-stereotyped behavior. However, support for dimension-specific ties has been mixed. Allen and Rush (2001) examined rater expectations for men and women to engage in OCB. Overall, they found that there were greater expectations for women than for men to perform OCB. Allen and Rush did not examine dimensional differences, asserting that in general women would be more expected to engage in OCB than would men. Consistent with the theorizing of Kidder and Parks (2001), Ehrhart and Godfrey (2003) found that helping behaviors (OCB-I) were more consistent with participants' schema for women, whereas civic virtue behaviors (OCB-O) were more consistent with participants' schema for men. Farrell and Finkelstein (2007) examined sex differences at the dimensional level and found that there were greater expectations for women than for men to perform altruism across three studies. However, only one of the three studies provided evidence to support the notion that men would be expected to engage in civic virtue behaviors more so than would women. Across two studies, Chiaburu, Sawyer, Smith, Brown, and Harris (2014) found that by (p. 223) activating gender stereotypes, participants expected more civic virtue from male employees than from female employees. Chiaburu, Harris, and Smith (2014) focused on expectations concerning sportsmanship citizenship behaviors, finding no gender differences in sportsmanship citizenship behaviors performance.

### Shifting Standards

The basic premise that underlies the shifting standards model is that stereotypes activate within-category standards (Biernat, 2003, 2012). For example, assuming a stereotype that women are more suitable preschool teachers than are men, one is likely to judge the preschool teaching performance of a particular man relative to standards for men and the preschool teaching performance of a particular woman relative to standards of performance for women. The result is that strong performance by a woman does not mean the same as does strong performance by a man. In essence, raters do not make ratings based on the average performance of preschool teachers, but rather they shift their rating to sex-specific standards for rating men and women.

These types of shifts in judgments are theorized to be possible due to the subjectivity of language (Biernat, 1993, 2003). Specifically, routinely used adjectival evaluations (e.g., “she is strong”; “he is emotional”) rely on language open to interpretation, thus enabling individuals to receive similar labels that may actually differ on the construct in question. For example, a “big” domestic housecat is not the same size as a “big” tiger. Within-category scales such as Likert-type scales permit shifts in judgment to occur in that their rated points can be differentially defined and adjusted according to the individual rater. In contrast, common-rule or objective scales rely on units of measurement that have constant meaning across contexts. That is, they are tied to units of measurement that are not easily differentially adjusted (e.g., standardized test scores; inches; dollars earned; percentages).

The shifting standards model predicts that ratings based on common-rule formats are more likely to reveal assimilative stereotyping effects, whereas ratings based on within-category formats may mask the influence of stereotypes or suggest a contrast effect. For example, because we have different behavioral expectations about men versus women, an “aggressive” man may have engaged in different behaviors than an “aggressive” woman but be rated similarly on scales based on subjective rating units (i.e., Likert-type scales) (Biernat, 2012). Evidence for the existence of shifting rating standards has been found in a variety of domains that pertain to gender, including height estimates, athleticism, and leadership competence (e.g., Biernat, Crandall, Young, Kobrynowicz, & Halpin, 1998; Biernat & Kobrynowicz, 1997; Biernat, Manis, & Nelson, 1991). Moreover, meta-analytic research shows that when judging targets on dimensions that favor high-status group members (e.g., the hireability of men and women for masculine jobs), stereotypical judgments (e.g., men judged more favorably than women in this case) were significantly stronger when based on common-rule response scales ( $d = .47$ ) than when based on subjective response scales ( $d = .19$ ) (Manning et al., 2011). Applied to ratings of OCB, consistent with shifting standards, Wilkinson and Allen (2006) found that women were rated as performing more OCB than were men and that the rating difference was larger when the response format was based on a common metric than when the response format was based on a Likert-type scale.

## Gender as a Predictor of Organizational Citizenship Behavior/Prosocial Behavior

One issue of interest is the relationship between gender and OCB. That is, do differences exist with regard to the extent men and women engage in OCB? In this section, we review literature drawn from industrial-organizational psychology/organizational behavior (IO/OB) and from social psychology that concerns the relationship between gender and OCB/prosocial behavior. We review the IO/OB literature first, followed by the social psychology literature.

### Industrial-Organizational Psychology/Organizational Behavior

The literature concerning OCB and gender varies in several ways. One is the source of data concerning OCB. In some studies, self-reports are provided, and in other studies, supervisors provide reports. A second variation is the way in which OCB is operationalized. For example, researchers may operationalize OCB as a unidimensional construct or may consider multiple facets of OCB. Accordingly, we organize our review as follows: (1) self-ratings of unidimensional OCB, (2) self-ratings of multidimensional OCB, and (3) supervisor ratings of employee unidimensional and multidimensional OCB. Table 13.1 provides a summary of (p. 224) (p. 225) (p. 226) findings organized by each of the three categories noted earlier.

Table 13.1 Summary of Studies Examining Gender as a Predictor of Organizational Citizenship Behavior (OCB)/Prosocial Behavior

Study	Sample	Type of OCB	Significant Gender Differences?
<b><i>Studies Examining Self-Ratings of Unidimensional OCBs</i></b>			
Ang, Van Dyne, and Beggley (2003)	466 Chinese technical employees (253 local employees and 213 foreign workers) working in Singapore (28% female local employees; 14% female foreign workers)	Helping behavior	No
Beauregard (2012)	223 British from local government council and a college (62.3% female)	Composite OCB (interpersonal helping, loyal boosterism, CV, compliance/obedience)	No
Lambert, Hogan, Dial, Altheimer, and Barton-Bellessa (2012)	160 staff at a Midwest correctional facility (41% female)	Composite OCB (altruism and compliance)	No
Lev and Koslowsky (2012)	153 Israeli high school teachers (76.5% female)	Helping behavior	No

Lovell et al. (1999)	96 US resident advisers at East Coast university (57.3% female)	Composite OCB (altruism, CV, conscientiousness, courtesy, and sportsmanship)	No
Watty-Benjamin and Udechukwu (2014)	185 US employees (80% female)	Composite OCB	Female < male
<b><i>Studies Examining Self-ratings of Multi-dimensional OCBs</i></b>			
Allen (2006)	440 US employees (162 from utility company; 278 from women's professional business association) (74.8% female)	OCB-I and OCB-O	No
Cheung and Cheung (2013)	242 Chinese full-time school teachers (68.9% female)	OCB-I and OCB-O	No
Farh, Earley, and Lin (1997)	206 Taiwanese employees from eight companies in electronics industry (44.4% female)	Chinese five-dimension OCBs (altruism, conscientiousness, identification with company, interpersonal harmony, and protecting company resources)	No

Kidder (2002)	251 nurses from Midwest state nurses' association; 195 engineers from north-eastern university engineering school alumni (86.9% female nurses; 27.7% female engineers)	Altruism, CV	Altruism: female > male CV: male > female
Lin (2008)	314 Taiwanese evening college students (58.6% female)	Altruism, CV, conscientiousness, courtesy, sportsmanship	Altruism: female > male Sportsmanship: male > female Non-significant: CV, conscientiousness, and courtesy
Morin, Morizot, Boudrias, and Madore (2011)	560 Canadians from three service organizations (270 insurance company, 170 pharmaceutical company, 120 communications company) (65.6% female)	OCB-Customers, OCB-Group, OCB-Organization, OCB-Supervisor, OCB-Tasks	OCB-Customers: male > female OCB-Group: male > female OCB-Organization: male > female OCB-Supervisor: male > female



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			Non-significant: OCB-Tasks
Piercy, Cravens, and Lane (2003)	267 British sales managers (23.6% female)	CV, conscientiousness, courtesy, helping behaviors, sportsmanship	CV: male > female Conscientiousness: female > male Non-significant: courtesy, helping behaviors, and sportsmanship
Ryan (2001)	116 US accounting and consulting firm employees (46% female)	CV, helping, sportsmanship	Sportsmanship: male > female Non-significant: CV and helping
Schusterschitz, Stummer, and Geser (2012)	132 Austrians attending professional development course (43% female)	Altruism, CV, conscientiousness, loyalty, sportsmanship	Loyalty: female > male

			Non-significant: altruism, CV, conscientiousness, sportsmanship
Zhang (2014)	1110 Chinese in variety of jobs and occupations (43% female)	Altruism, CV, conscientiousness, courtesy, sportsmanship	Altruism: female > male CV: female > male Non-significant: conscientiousness, courtesy, sportsmanship
<b><i>Studies Examining Supervisor-Ratings of Employee Unidimensional and Multidimensional OCBs</i></b>			
Aquino and Bommer (2003)	418 US manufacturers from five locations (66% female)	Composite OCB (altruism, courtesy, sportsmanship)	No
Carter, Mossholder, Feild, and Armenakis (2014)	230 pairs of US supervisors and subordinates working in various industries (36% female subordinates; 33% female supervisors)	Composite OCB (altruism, CV, conscientiousness, courtesy, sportsmanship)	No

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Cropanzano, Rupp, and Byrne (2003) —Study 1	204 US subordinates and 150 supervisors working in a large hospital (81.9% female subordinates)	OCB-I and OCB-S (toward a supervisor)	No
Cropanzano, Rupp, and Byrne (2003) —Study 2	232 pairs of US supervisors and subordinates working in various industries (76% female)	OCB-O and OCB-S (toward a supervisor)	OCB-O: female > male Non-significant: OCB-S
Diefendorff, Brown, Kamin, and Lord (2002)	130 US employed college students (66.9% female)	Altruism, CV, conscientiousness, courtesy, and sportsmanship	No
Kacmar, Bachrach, Harris, and Zivnuska (2011)	288 US full-time state government employees (54% female)	Person-focused OCB and task-focused OCB	No
Loi and Ngo (2009)	256 pairs of Chinese supervisors and subordinates in a foreign-investment enterprise (46.6% female subordinates; 48.1% female supervisors)	OCB-I and OCB-O	No
Wilkinson and Allen (2006)	195 US employees from multiple companies (51.3% female); 220 supervisor raters (34.5% female)	OCB-I and OCB-O	Common-metric rating of OCB-I: female > male

				Likert-type ratings of OCB-I: female > male Non-significant: common-metric rating of OCB-O, Likert-type ratings of OCB-O
CV, civic virtue.				

Self-Ratings of Unidimensional Organizational Citizenship Behavior

Several studies are based on employee self-reported measures of overall OCB. There is little evidence to show that self-reports of OCB are associated with gender (e.g., Ang, Van Dyne, & Begley, 2003; Beauregard, 2012; Lambert, Hogan, Dial, Altheimer, & Barton-Bellessa, 2012; Lev & Koslowsky, 2012; Lovell et al., 1999). In other words, women and men do not differ in their own reports of performance of OCB. This finding also appears to be robust across occupations and countries. It is worth noting that all of these studies have been based on Likert-type agreement scales.

In a departure from the nonsignificant effects reported earlier, Watty-Benjamin and Udechukwu (2014) found gender was significantly associated with self-ratings of overall OCB, such that women reported higher scores than did men. The sample was drawn from the three main branches of government in the United States.

Self-Ratings of Multidimensional Organizational Citizenship Behavior

Multiple studies have investigated gender differences and self-reports of various OCB dimensions. Different dimensional structures have been employed. Some studies are based on Organ’s (1988) five dimensions: OCB–altruism (helping), OCB–civic virtue, OCB–conscientiousness, OCB–loyalty (courtesy), and OCB–sportsmanship (e.g., Kidder, 2002; Lin, 2008; Piercy, Cravens, & Lane, 2003; Ryan, 2001; Schusterschitz, Stummer, & Geser, 2012; Zhang, 2014). Other studies used two dimensions: OCB-I and OCB-O (e.g., Allen,

2006; Cheung & Cheung, 2013). Finally, there are some studies based on unique facets (e.g., Farh, Earley, & Lin, 1997; Morin, Morizot, Boudrias, & Madore, 2011).

We first summarize results based on Organ's (1988) five dimensions. Lin (2008) showed women reported higher OCB-altruism scores than did men and men reported higher OCB-sportsmanship scores than did women. No gender differences were found on self-reported OCB-civic virtue, OCB-conscientiousness, or OCB-courtesy. Zhang (2014) also used Organ's five facets. Results revealed that (p. 227) women self-reported greater OCB-altruism and greater OCB-civic virtue than did men; however, no gender differences were found in self-ratings of OCB-conscientiousness, OCB-courtesy, or OCB-sportsmanship.

In another study based on Organ's five facets, Schusterschitz et al. (2012) found women self-reported greater loyalty (i.e., courtesy) than did men. No other significant gender differences were detected. However, results of this study should be viewed with caution given that the alpha values of all OCB facets were low (ranging from .54 to .72). Piercy et al. (2003) found male managers reported more OCB-civic virtue behaviors than did female managers and female managers reported more OCB-conscientiousness than did male managers. However, no gender differences were found on OCB-courtesy, OCB-helping behaviors, or OCB-sportsmanship. Ryan (2001) used three of Organ's dimensions and sampled professionals in the United States. Male employees reported that they were more likely to engage in OCB-sportsmanship than did female employees. No gender differences were detected with regard to OCB-civic virtue or OCB-helping.

Kidder (2002) focused on two facets: OCB-altruism and OCB-civic virtue. Results showed males reported greater OCB-civic virtue than did females and females reported greater OCB-altruism than did males. Kidder (2002) also assessed the subjective gender orientation of employees. Masculine orientation was related to OCB-civic virtue and to OCB-altruism. Feminine orientation was related to OCB-altruism, but not to OCB-civic virtue.

Several studies have been based on the OCB-I and OCB-O distinction. Results showed that gender was not significantly related to self-ratings of OCB-I or to self-ratings of OCB-O (Allen, 2006; Cheung & Cheung, 2013).

A few studies have been conducted using other ways of dimensionalizing OCB. Morin et al. (2011) included OCB-customer, OCB-group, OCB-organization, OCB-supervisor, and OCB-tasks. Results indicated gender was significantly associated with self-ratings of OCB-customer, OCB-group, OCB-organization, and OCB-supervisor such that men reported higher OCB than did women. No significant difference was found for OCB-tasks. Farh et al. (1997) used the Chinese OCB scale, which includes five facets: altruism toward colleagues, conscientiousness, identification with company, interpersonal harmony, and protecting company resources. Results showed no gender differences across self-reports of any of the facets.

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### Supervisor Ratings of Unidimensional and Multidimensional Organizational Citizenship Behavior

Employee self-ratings of OCB measures are prevalent in the current literature due to the relative ease of the data collection process. However, to avoid common source bias, OCB is often measured based on data from other sources such as supervisors. This section summarizes studies that examined employee gender differences based on supervisor ratings of global OCB and of OCB facets (e.g., Aquino & Bommer, 2003; Carter, Mossholder, Feild, & Armenakis, 2014; Cropanzano, Rupp, & Byrne, 2003; Diefendorff, Brown, Kamin, & Lord, 2002; Kacmar, Bachrach, Harris, & Zivnuska, 2011; Loi & Ngo, 2009; Wilkinson & Allen, 2006). Specific findings are detailed next.

Based on an overall assessment of OCB, Aquino and Bommer (2003) found no significant target gender differences, nor did Carter et al. (2014). Kacmar et al. (2011) measured supervisor ratings of task-focused OCB and person-focused OCB. No gender differences were revealed for task-focused OCB or for person-focused OCB.

Cropanzano et al. (2003) conducted two studies. In both studies, supervisors reported their subordinates' OCB directed toward the organization (OCB-O) and OCB directed toward one's supervisor (OCB-S). In Study 1, employee gender was not significantly related to OCB-O or to OCB-S. In Study 2, employee gender was significantly related to OCB-O such that women were rated as providing more OCB-O than were men. No differences were found with regard to OCB-S.

Wilkinson and Allen (2006) examined OCB-I and OCB-O based on measures that employed a Likert-type "strongly disagree" to "strongly agree" scale and found that supervisors reported that women engaged in more OCB-I than did men. No significant difference in OCB-O was detected. In a test of shifting standards theory, they also used a rating scale based on a common metric. Results were similar in that supervisors reported that women were more likely to engage in OCB-I than were men, but no significant difference in OCB-O was detected. Loi and Ngo (2009) conducted a similar study examining supervisor ratings of OCB-I and OCB-O and found no significant employee gender differences.

**(p. 228)** Diefendorff et al. (2002) obtained supervisor ratings of five OCB facets: OCB-altruism, OCB-civic virtue, OCB-conscientiousness, OCB-courtesy, and OCB-sportsmanship. No gender differences were detected for across any of the dimensions.

### Summary

Overall several patterns emerge from our review of the relationship between OCB and gender. First, gender differences are more likely to be detected with self-reports rather than with supervisor reports of OCB. Second, gender differences are more likely to emerge when multidimensional rather than global measures of OCB are used. Third, of the various dimensions, gender differences are most likely to emerge with regard to altruism such that women are reported to engage in more of this behavior than are men. Related, differences in OCB-sportsmanship were reported in several studies. In those cases, men reported greater engagement than did women. These dimensional differences are

consistent with the gender-role perspective. We did not detect any patterns that indicated gender differences were more likely to emerge based on contextual factors (e.g., occupation, nation), but the number of studies overall may be too small at this juncture to identify such differences.

### Social Psychology

Social psychologists have long been interested in examining the predictors of prosocial behavior. Dispositions and gender role expectations are thought to shape the prosocial behaviors of women and men (Wood & Eagly, 2010). As noted previously, women are described as communal, whereas men are described as agentic (Eagly, 2009).

Research on dispositional differences indicates that women are more oriented toward helping and caring for others than are men in that in the aggregate women report greater altruism, agreeableness, and warmth relative to men (Costa, Terracciano, & McCrae, 2001; Schmitt, Realo, Voracek, & Allik, 2008). In addition, consistent with the notion that women are driven by a communal desire to help others is research indicating that women have higher rates of charitable giving than do men (e.g., Leslie, Snyder, & Glomb, 2013; Simmons & Emanuele, 2007). Research also shows that women are more likely to provide social support, a form of helping others, than are men (e.g., Griffith, 1985; Neff & Karney, 2005). Studies concerning cooperation suggest that women are more likely to engage in the cooperative types of behaviors that are most consistent with OCB and OCB-I in particular (Eagly, 2009; Eagly & Crowley, 1986). However, these findings may also depend on the situation. In a meta-analytic study, Balliet, Li, Macfarlan, and Van Vugt (2011) found that the overall average effect size for gender and cooperation was not statistically different from zero. They reported that women are more cooperative than men in mixed-sex interactions. Men are more cooperative than women in same-sex groups and become more cooperative over repeated iterations of a dilemma with the same partner. Meta-analytic research also indicates that men are more likely to engage in chivalrous or heroic acts of helping that require physical strength than are women (Eagly, 2009; Eagly & Crowley, 1986). In sum, studies from social psychology linking gender and prosocial behavior have some consistency with those from the IO/OB literature in that they suggest that women are more likely to engage in altruistic behaviors than are men.

### Gender as a Moderator

Some studies investigate gender as a moderator (1) in a relationship between a predictor and OCB or (2) in a relationship between OCB and an outcome. The following sections illustrate the specific studies examining the moderating effects of gender on the relationships. Findings are summarized in Table 13.2.

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### Predictors-Organizational Citizenship Behavior Relationship

A variety of predictors of OCB have been investigated. Leader-related predictors (ethical leadership, leader-member exchange) have been examined in several studies with no gender moderating effects found (Kacmar et al., 2011; Lo, Ramayah, & Hui, 2006). Two studies have investigated gender as a moderator of the relationship between work-family conflict and OCB. Beham (2011) investigated two directions of work-family conflict and three dimensions of OCB. The two directions are work interference with family (WIF) and family interference with work (FIW), and the three dimensions of OCB are OCB directed toward the organization (OCB-O), OCB directed toward individuals (OCB-I), and task-oriented OCB (OCB-T). Results revealed greater WIF was associated with lower OCB-O for men, but not for women. A different pattern emerged for FIW. Greater FIW was associated with less OCB-I and less OCB-T for women, but not for men. Similarly, Cloninger, Selvarajan, Singh, and Huang (2015) found greater FIW was negatively (p. 229) (p. 230) (p. 231) (p. 232) associated with OCB for women, but weakly positively associated with OCB for men. They did not test for an interaction involving WIF. The pattern of findings is consistent with gender role theory, which would suggest that women may be particularly sensitive to interferences that occur in the family domain and thus reduce their OCB input to help preserve resources.



Table 13.2 Summary of Studies Examining Gender as a Moderator

Study	Sample	Type of OCB	Findings
<b><i>Predictor-OCB Relationship</i></b>			
Beauregard (2012)	223 British employees from local government council and a college (62.3% female)	Composite OCB (interpersonal helping, loyal boosterism, CV, compliance/obedience)	Self-efficacy ⇒ OCB: males > females
Beham (2011)	286 Spanish employees (59.1% female)	OCB-I, OCB-O, OCB-T (toward tasks)	WIF ⇒ OCB-O: males > females FIW ⇒ OCB-I: females > males FIW ⇒ OCB-T: females > males
Cloninger, Selvarajan, Singh, and Huang (2015)	435 US full-time employees working at various organizations (59% female)	Composite OCB	FIW ⇒ OCB: females (negatively) > males (positively)
Farh, Earley, and Lin (1997)	206 Taiwanese employees from eight companies in electronics industry (44.4% female)	Chinese five-dimension OCBs (altruism, conscientiousness, identification with company, interpersonal harmony, protecting company resources)	DJ, IJ, participation ⇒ identification with company: males > females DJ, IJ, appeal mechanism ⇒ altruism: males > females

			<p>DJ, IJ <math>\Rightarrow</math> conscientiousness: males &gt; females</p> <p>DJ, IJ, participation <math>\Rightarrow</math> interpersonal harmony: males &gt; females</p> <p>IJ, participation <math>\Rightarrow</math> protecting company resources: males &gt; females</p> <p>Not significant:</p> <p>Appeal mechanism <math>\Rightarrow</math> identification with company</p> <p>Participation <math>\Rightarrow</math> altruism toward colleagues</p> <p>Participation, appeal mechanism <math>\Rightarrow</math> conscientiousness</p> <p>Appeal mechanism <math>\Rightarrow</math> interpersonal harmony</p> <p>Appeal mechanism <math>\Rightarrow</math> protecting company resources</p>
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van Emmerik and Jawahar (2005)	178 Dutch from three organizations (95 bank, 35 city council, 48 university) (43.3% female)	Composite OCB	Altruism ⇒ OCB: females > males Nonsignificant: Work hours ⇒ OCB
Kacmar, Bachrach, Harris, and Zivnuska (2011)	288 US full-time state government employees (54% female)	Person-focused OCB and task-focused OCB	Nonsignificant: Perceptions of politics ⇒ Task-focused OCB, Person-focused OCB Ethical leadership ⇒ Task-focused OCB, Person-focused OCB
Lev and Koslowsky (2012)	153 Israeli high school teachers (76.5% female)	Helping behaviour	On-the-job embeddedness ⇒ OCB: females > males
Lo, Ramayah, and Hui (2006)	94 pairs of Malaysian supervisors-subordinates in manufacturing companies (38% female subordinates; 31% female supervisors)	Altruism, CV, conscientiousness, and courtesy	Nonsignificant: Contribution respect ⇒ altruism, CV, conscientiousness, courtesy Affect loyalty ⇒ altruism, CV, conscientiousness, courtesy

Schusterschitz, Stummer, and Geser (2012)	132 Austrians attending professional development course (43% female)	Altruism, CV, conscientiousness, loyalty, and sportsmanship	Anxiety attachment ⇒ conscientiousness: females > males Avoidance attachment ⇒ CV: females > males
			Nonsignificant: Anxiety attachment ⇒ altruism, CV, loyalty, sportsmanship Avoidance attachment ⇒ altruism, conscientiousness, loyalty, sportsmanship
Zhang (2014)	1110 Chinese employees at a variety of jobs and occupations (43% female)	Altruism, CV, conscientiousness, courtesy, and sportsmanship	Job involvement ⇒ altruism, courtesy, sportsmanship: males > females
			Nonsignificant: Job involvement ⇒ CV, conscientiousness

<b>OCB-Outcome Relationship</b>			
Allen (2006)	440 US employees (165 utility company, 278 from women's professional business association) (74.8% female)	OCB-I and OCB-O	Significant: OCB-O, OCB-I ⇒ promotion: males > females Nonsignificant: OCB-O, OCB-I ⇒ salary
Aquino and Bommer (2003)	418 US manufacturers from the five locations (66% female)	Composite OCB (altruism courtesy, sportsmanship)	Nonsignificant: OCB ⇒ perceived victimization
Heilman and Chen (2005)—Study 1	135 US undergraduate students (about 66% female)	Altruistic citizenship (provided an altruistic citizenship behavior episode report)	Altruistic citizenship ⇒ performance evaluation: males > females Altruistic citizenship ⇒ reward recommendations: males > females
			Nonsignificant: Altruistic citizenship ⇒ competence, interpersonal civility

## Gender and Organizational Citizenship Behavior

Heilman and Chen (2005)—Study 2	99 US MBA and MA students (41% female)	Altruistic citizenship (provided an altruistic citizenship behavior episode report)	Altruistic citizenship ⇒ performance evaluation: males > females Nonsignificant: Altruistic citizenship ⇒ reward recommendations, competence, interpersonal civility
Khalid et al. (2009)	577 pairs of Malaysian supervisors and subordinates hotel workers (45% female subordinates)	CV, conscientiousness, helping, patience, sportsmanship	Helping ⇒ turnover intent: females > males Nonsignificant: CV, conscientiousness, patience, sportsmanship ⇒ turnover intent
Lin (2008)	314 Taiwanese students at an evening college (58.6% female)	Altruism, CV, conscientiousness, courtesy, and sportsmanship	Altruism ⇒ knowledge sharing: females > males Courtesy ⇒ knowledge sharing: males > females

			Sportsmanship = knowledge sharing: males > females Nonsignificant: CV, conscientiousness, knowledge sharing
Lovell et al. (1999)	109 US resident advisers of East Coast university (57.3% female)	Composite OCB (altruism, CV, conscientiousness, courtesy, sportsmanship)	Nonsignificant: OCB ⇒ performance evaluation
NicDomhnaill (2007)	266 US full-time and part-time workers (58.9% female)	OCB-I and OCB-O	Overall OCB ⇒ performance appraisal: females > males OCB-O ⇒ performance appraisal: females > males
			Nonsignificant: OCB ⇒ compensation, promotion, burnout OCB-O ⇒ compensation, promotion, burnout

Wilkinson and Allen (2006)	195 US full-time employees from multiple companies (51.3% female); 220 supervisor raters (34.5% female)	OCB-I and OCB-O	Supervisor ratings OCB-I = salary: males > females Supervisor ratings OCB-O = salary: positive for males but negative for females Nonsignificant: Supervisor ratings OCB-I, OCB-O = promotion
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CV, civic virtue; DJ, distributive justice; FIW, family interference with work; IJ, interactional justice; OCB, organizational citizenship behavior; WIF, work interference with family.

Individual difference variables have been the target of investigation. Beauregard (2012) found that the positive relationship between self-efficacy and OCB was stronger among males than among females. Van Emmerik and Jawahar (2005) reported that the positive relationship between altruism and OCB was stronger among females than among males. Schusterschitz et al. (2012) examined attachment orientation (anxiety and avoidance) and OCB (OCB-civic virtue, OCB-sportsmanship, OCB-altruism, OCB-conscientiousness, and OCB-loyalty). Two significant effects were detected. Specifically, there was a positive relationship between anxious attachment and OCB-conscientiousness for women, but not for men. Similarly, there was a positive relationship between avoidant attachment and OCB-civic virtue for women, but not for men.

Job attitudes studies have produced mixed results. Lev and Koslowsky (2012) found that gender moderated the relationship between on-the-job embeddedness and OCB among teachers, such that on-the-job embeddedness was a stronger predictor of OCB among females than among males. Zhang (2014) investigated job involvement and OCB (OCB-altruism, OCB-sportsmanship, OCB-courtesy, OCB-civic virtue, and OCB-conscientiousness). Results indicated job involvement was a more significant predictor of OCB-altruism, OCB-courtesy, and OCB-sportsmanship among males than among females. Farh et al. (1997) tested whether gender moderates the relationship between different forms of organizational justice and different dimensions of OCBs. Generally, the pattern of results



indicated that the positive relationship between justice and OCB was stronger for men than for women.

### Summary

Among the studies that have examined gender as a moderator, there is considerable evidence that gender makes a difference with regard to the strength of the relationship between OCB predictors and OCB. Given the relatively small number of studies overall with few multiple studies of the same predictor, specific conclusions would be premature. However, based on the findings to date, we can tentatively speculate that the work environment itself may spark greater OCB among men than among women while dispositional factors may play a greater role for women.

### Organizational Citizenship Behavior-Outcome Relationship

Gender has also been investigated as a moderator of the relationship between OCB and a variety of outcome variables. Two studies have examined overall job performance evaluation as an outcome of OCB and revealed different results. NicDomhnaill (2007) found that the positive relationship between OCB and performance evaluations was stronger among females than among males. In contrast, Lovell et al. (1999) did not find a moderating effect of gender on the relationship between OCB and an overall job performance evaluation. There are several possible explanations for the inconsistent results. NicDomhnaill (2007) collected self-reported job performance evaluation information based on a single item ("Please indicate your most recent (p. 233) performance appraisal rating"). Lovell et al. (1999) gathered overall job performance evaluations from a director. In addition, Lovell et al. (1999) included a small number of participants, and power might not have been sufficient to detect moderation. In an experimental study based on vignettes, Heilman and Chen (2005) examined how women and men were evaluated when they did or did not perform helping behavior (against a no-helping information condition). When a man did not help, there was no effect on performance evaluation. In contrast, when a woman did not help, her performance was rated significantly lower than when no information with regard to helping was provided. When men and women were depicted as helping, there was a positive effect on performance evaluations for men, but not for women relative to the no-helping information condition.

Gender has also been examined as a moderator of the relationship between OCB and objective career success (e.g., promotion rates, salary attainment, and compensation). Allen (2006) found that both self-reported OCB-I and OCB-O were positively related to promotion rates for males, but not for females. However, performing OCB-I or OCB-O was not associated with higher salary attainment for either males or females. Wilkinson and Allen (2006) found that the relationship between supervisor ratings of OCB and salary was moderated by sex, revealing that men were more highly rewarded for OCB than were women. They did not find a moderation effect for promotions as an outcome. NicDomhnaill (2007) also examined promotion and compensation as objective career success associated with OCB. In contrast to the findings in Allen (2006), OCB was not significantly linked to higher promotion rates for males or for females. In addition, no significant mod-

erating effect of gender was found on the relationship between OCB and compensation. In their experimental study, Heilman and Chen (2005) also examined reward recommendations as an outcome variable. The findings in Study 1 were similar to those described previously for performance evaluations. Women were given more negative reward recommendations for not helping, whereas there was no difference for men. Men were given more positive reward recommendations for helping, whereas women were not.

Strain indicators have been measured as outcomes of OCB. Khalid and colleagues (2009) revealed OCB-helping behavior was negatively related to turnover intent, and this relationship was stronger for women than for men. However, gender was not a significant moderator with regard to other OCB facets (e.g., OCB-civic virtue, OCB-conscientiousness, OCB-patience, and OCB-sportsmanship). NicDomhnaill (2007) reported that gender did not moderate the relationship between OCB and burnout. Aquino and Bommer (2003) found no significant moderating effect of gender on the relationship between OCB and perceived victimization.

Finally, knowledge sharing, a dyadic interaction outcome, has also been examined in relation to OCB and gender. Lin (2008) reported that greater OCB-altruism was more strongly associated with knowledge sharing for women than for men. In contrast, OCB-courtesy and OCB-sportsmanship were more strongly related to knowledge sharing for men than for women. No significant moderating effects of gender were detected for OCB-civic virtue and OCB-conscientiousness.

### Summary

In conclusion, results of studies examining gender as a moderator of OCB and OCB-related outcomes are inconsistent. However, OCB facets seem to be more responsible for significant moderating effects than overall OCB. Moreover, when gender does moderate the relationship between OCB and career-related outcomes, women are consistently disadvantaged relative to men.

## Supervisor Gender

A small body of research has investigated if the gender of the supervisor and/or supervisor and subordinate gender similarity relates to ratings of OCB (e.g., Carter et al., 2014; Loi & Ngo, 2009). These studies provide evidence that female supervisors generally give their subordinates higher OCB ratings than do male supervisors. However, results with regard to gender similarity on ratings of OCB are mixed. Based on an overall measure of OCB from a business school alumni sample, Carter et al. (2014) found gender similarity between supervisors and subordinates did not significantly relate to OCB ratings. Loi and Ngo (2009) also examined gender similarity and found that supervisors gave higher ratings of OCB-O to same-gender subordinates than to different-gender subordinates. However, no significant difference was found with regard to OCB-I between same-gender subordinates and different gender subordinates.

In addition, there is some evidence that female supervisors induce more OCB among team members than do male supervisors (Piercy, Lane, & (p. 234) Cravens, 2002). Piercy et al. (2002) investigated whether manager gender predicted OCB as reported by the manager's team members. They hypothesized that female managers would encourage more OCB from team members than would male managers. Results supported the hypothesis: Sales team members who had a female manager reported significantly higher sportsmanship, civic virtue, altruism, courtesy, peacemaking, cheerleading, and overall OCB than did sales team members who had a male manager. No significant difference was found for OCB-conscientiousness.

### Summary

Given the small number of studies, it is premature to draw conclusions, but the results concerning supervisor gender are intriguing. Female supervisors appear to report greater OCBs when rating subordinates than do their male counterparts. Moreover, subordinates working for female supervisors may engage in more OCB than subordinates working for male managers. Additional research investigating different dyadic combinations (gender similarity and gender dissimilarity) would be useful to the literature.

## Future Research on Organizational Citizenship Behavior and Gender

A small but growing body of research has focused on the intersection of gender and OCB. Given the interesting findings to date, this is a topic that clearly merits additional research as much remains to be learned. Next we describe several topics we believe are particularly important to the advancement of knowledge concerning when and how gender matters with regard to OCB.

### Perceived Versus Actual Gender Differences

One important question that remains unanswered is whether one gender objectively engages in OCB more frequently than the other gender. Although accuracy in performance ratings has long been a subject of interest within the performance evaluation literature (Murphy, 2008), little of the work within the OCB literature has focused on issues such as rating accuracy. In fact, to our knowledge only one study has focused on rater accuracy. In Allen and Rush (2001), participants were asked to view videotaped instructor lectures in which the level of OCB had been manipulated and then to provide ratings of citizenship behavior based on a behavioral observation rating scale. The researchers found males were rated most accurately under the high OCB performance condition, whereas females were rated most accurately under the low OCB performance condition. Such findings have important implications for field studies in which supervisors are the rating source, particularly in light of research that demonstrates differential reactions to helping versus not helping (e.g., Heilman & Chen, 2005). A line of research that incorporates different scale types guided by shifting standards theory is also needed to better understand the

accuracy of OCB rating reports (Biernat, 2012). For example, to examine gender differences in OCB rating reports, actual OCB information could be obtained by evaluating scenarios or by behavioral monitoring. Male and female supervisors could be asked to report OCB performance of the employee on both frequency (e.g., “How many times does this employee help a coworker?”) and agreement scales (e.g., “Do you think this employee is helpful to a coworker?”). With comparisons between the actual OCB performance and the reported OCB performance in frequency and agreement scales, researchers may be able to disentangle when gender differences are more or less likely to emerge.

### Measurement

One factor that may mask a complete understanding of sex differences is a lack of information about the extent that measures of OCB are invariant across sex. Measurement invariance (MI) refers to the consistency of measurements across comparison groups of interest (e.g., gender) (Teo, 2010). The OCB construct has been subjected to considerable psychometric scrutiny, including tests for measurement invariance across OCB rating sources. In general, the measurement invariance of OCB across rating sources appears to hold (e.g., Blair, Hoffman, & Helland, 2008; Netemeyer & Maxham, 2007; Scullen, Mount, & Judge, 2003). However, tests of measurement invariance across sex have yet to be conducted. Conducting such tests is important because a lack of equivalence can result in flawed between-group comparisons. Because an unambiguous understanding of mean differences is dependent on the between-group equivalence of the underlying measurement model of a psychological construct, comparing OCB without establishing measurement invariance across sex may result in erroneous interpretations (Vandenberg & Lance, 2000). Thus, we currently cannot assume that OCB has the same meaning across gender.

### (p. 235) Career Success

The small body of research that has investigated gender as a moderator of OCB and career outcomes has potentially important implications and is ripe for further investigation. Disparities in career outcomes between men and women continue despite legislative and social changes (Catalyst, 2014; Hegewisch, Williams, & Harbin, 2012). One potential reason for this disparity is that men and women are not rewarded equally for their OCB. As indicated in our review, several studies revealed that OCB positively relates to organizational rewards for men, but not for women. These findings are intriguing in that they could help explain why the objective career outcomes of women continue to lag behind those of men.

To further the line of work that examines differential outcomes for men versus women as related to OCB, future studies are needed that include more fine-grained measures of OCB that capture office “housework.” In their series of articles for *The New York Times* on women and work, Sandberg and Grant (2015) noted that women tend to help more at the office but benefit less from it. Specifically, they suggested that women take on more of the office “housework”—the tasks that help keep an office running (taking meeting notes; planning office parties)—but that do not pay off. Engaging in altruistic behavior

such as those that could be considered office housework is less optional for women than for men (Heilman & Chen, 2005). A consideration of office housework as part of OCB could help better reveal gender differences with regard to the types of OCB men versus women engage in as well as differences in outcomes associated with OCB as moderated by gender.

### Cross-Cultural Perspectives

Given the inconsistent results found across this literature, it is also important to identify the conditions under which moderating gender effects are most likely to emerge. Cross-cultural values such as gender egalitarianism may be one factor. Because people's underlying beliefs and values are influenced by cultural characteristics (Hofstede, 1980), cultural characteristics also influence the gender role beliefs of individuals in the workplace. For example, according to House, Hanges, Javidan, Dorfman, and Gupta (2004), some countries value and practice gender egalitarianism more so than other countries. If a society respects gender egalitarianism and is less likely to subscribe to gender-specific roles, people in that society might not have different gender expectations with regard to OCB. However, if a society has strong gender role beliefs, people in that society might have strong gender expectations with regard to OCB. Investigating the effects of cultural characteristics on OCB expectations could strengthen theoretical explanations as to how gender role beliefs are shaped and influence the gender-specific expectations of OCB performance.

## Conclusion

Our review illustrated theoretical reasons as to why gender would relate to OCB, summarized relevant empirical studies, and concluded that gender demonstrates both main effects and moderating effects in association with OCB. Future research that incorporates rating accuracy assessments as well as tests of measurement invariance across OCB and gender are needed to provide a more comprehensive and nuanced understanding of the topic. We believe that investigating gender and OCB not only expands our understanding of OCB in general but also has the potential to better our understanding of the differential workplace experiences of men and women that can impact their quality of worklife and career outcomes. As such, we hope this review spurs researchers to continue investigation of this worthwhile topic.

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