

Organizational Citizenship Behavior: A Gender Perspective

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Abstract: Prosocial behaviors are helping actions that benefit others. Although in general terms women and males are similar in the development of prosocial behaviors, they show differences in the emphasis given to certain types of these behaviors. Female specializes in the development of communal and relational behaviors, and men in more agential and collectively oriented behaviors. The participants in the study were a total of 983 workers belonging to 49 different organizations. The results obtained show that practically all The motivations were strongly associated for both OCBO and OCBI, in both males and females, excluding the association between MI and OCBI which was not important for males. Also, the relationships established between each type of OCB and the motives do not seem to be influenced by gender, although it is counterintuitive that in the case of females the motive of PV is not a significant predictor of OCBO unlike what is found in males.

Keywords: Prosocial behavior; organizational citizenship behavior; gender; motives; role identity.

I. INTRODUCTION

Prosocial behaviors are helping actions that benefit others. Although in general terms females and men are similar in the development of prosocial behaviors, they show differences in the emphasis given to certain types of these behaviors. Female specializes in the development of communal and relational behaviors, and male in more agential and collectively oriented behaviors. These differences are largely based on gender roles [1]. Gender roles are shared beliefs that apply to individuals based on their socially defined sex [1]. These beliefs are both descriptive, in the sense that they inform us about what is typical for each gender (stereotypes), and prescriptive in the sense that they refer to what is considered socially approved or desirable for each gender [2]. Bakan [3] identifies that most beliefs around gender can be organized according to two dimensions: communion or connection with others, and agency or self-affirmation. Spence and Helmreich [4] prefer to speak of a single dimension: expressiveness-instrumentality, which largely coincides with Bakan's statements. It is considered that female to a greater extent than male is "Communal" or "expressive", which implies considering them as more friendly, generous, interested in others, and emotionally expressive. On the other hand, a male is considered to a greater extent as "agentic" or "instrumental", which means considering them more authoritarian, dominant, assertive, and competitive. These ascriptions lead female to have a greater propensity to establish close relationships with others and to develop cooperative behaviors to a greater extent, and it leads male to seek to improve their status and hierarchical position, which is why many of the behaviors put into practice by them they are aimed at groups rather than individuals. These differences, taken to the study of prosocial behavior, can lead us to expect that female will carry out more prosocial behaviors that emphasize the relational or communal component, and that male will carry out behaviors that provide an improvement in

status and are aimed at groups [2]. In the labor context, we can differentiate formal role prescriptions, which are presented in the same way for female as for male, from organizational citizenship behaviors, which are not explicitly described or prescribed by the organization, so their performance may be influenced to a greater extent by gender roles. This last type of behavior is considered a type of prosocial behavior that provides benefits to both other individuals and organizations [6]. Many prosocial behaviors are aimed at helping other individuals, but can also be aimed at supporting various groups, such as social groups or organizations [8].

II. REVIEW OF LITERATURE AND HYPOTHESIS FORMULATION

Organizational citizenship behavior

Organizational citizenship behavior (OCB) has been defined in a very varied way, but in general, it can be said that It refers to the activities carried out by employees and which Exceed the structured specifications of the role and add to the successful running of the business [7]

There have been various proposals on how the variability of these behaviors can be organized [5]. One of the best-known typologies is that of Organ [1], which distinguishes between altruism, courtesy (behaviors aimed at preventing a problem, such as consulting others before acting), conscientiousness or conscientiousness (behaving according to the organization's rules), sportsmanship (not complaining about trivial things and having a willingness to tolerate unavoidable inconveniences or the imposition of work without complaints) and civic virtue (behaviors that involve an involvement in the political processes of the organization, such as attending meetings and keeping up-to-date with the organization). Most of the conceptualizations proposed in this sense suggest two differentiated dimensions depending on their objective [6].

OCB directed at Individual (OCBI)

Prosocial behaviors target particular people or communities within the organization. This form of Support can be labor-related, such as assisting a teammate with a certain assignment or not, such as assisting a colleague with a personal matter. Organ's [7] described altruistic and friendly actions would fit in this group.

III. OCB DIRECTED TO THE ORGANIZATION (OCBO)

It refers to behaviors that are aimed at the organization itself. The rest of the types of behaviors described by Organ [7] would fit into this category. Much of the research on this type of behavior has been aimed at determining their organizational antecedents.

In this context, the findings of previous studies showed clear associations between the OCB 's two dimensions and attitude variables such as job satisfaction, perception of fairness, organizational engagement, and supervisor perception of help [7]. Several studies have also focused on its implications, analyzing its impact on performance assessments [5] and on organizational performance [7]. But the study of the role of gender in the development of this type of behavior has been rather limited. Some of the few studies that have analyzed the relationship between gender and civic behavior in organizations (OCB) have focused on determining whether the relationship between OCB and performance measurement can be influenced by the gender of the person who applies them. Behavior [4]. Allen's [8] research focuses on the analysis of the role of gender in the relationship between OCB practice and salary increases and promotions in an organization. Kidder [7] analyzes whether gender, gender orientation, and occupation type have significant and independent influences on the development of CBOs.

OCB and Gender

Farrell and Finkelstein [9] analyze biases based on gender in relation to the expectations and attributions for carrying out OCB. Finally, Kart and Waismel-Manor [3] criticize the concept of OCB and seek to demonstrate that their theorizing is not gender-neutral. For these last authors, the use of the concept of OCB reproduces the labor division and inequality between female and male, and in this way contributes to stabilizing and reproducing the existing order in labor organizations. The results found show that gender differences are found in the frequency with which certain types of OCB are put into practice: female seem to be more involved than male in relational OCB (altruism OCB, for example), and males seem to engage more frequently in behaviors that focus on the organization itself [7]. In this sense, Kidder and McLean [8] argue that OCB can be categorized as female when referring to OCBI, or as male when referring to OCBO. Gender is also found to mediate or modulate the relationships between OCB practice and performance appraisals and obtaining promotions: Lovell et al. (1999) found that although female received higher scores in OCB than male, there were no differences in their performance evaluations; and Allen (2006) shows that those

individuals who described developing OCBO more frequently also reported receiving more promotions, but this relationship was stronger for male than for female. Other related variables such as gender orientation and gender-related occupations have been shown to be significant predictors of OCN. The present study aims to delve into the role of gender around the development of OCS, but in this case, using the functional perspective of motivations and role identity theory, and analyzing to what extent the relationships found in previous studies [9] may be moderated by gender.

In light of the results of the above arguments, the following hypotheses are proposed:

Hypothesis 1: *Gender will be related to the frequency with which OCB is implemented.*

Hypothesis 1.1: *Female will perform OCBI more frequently.*

Hypothesis 1.2: *Males will perform OCBO more often.*

OCB and Motives

The functional perspective of motivations is based on the idea that it may be easier to know why a person acts as he does if it is known what meaning or role that conduct has for that individual [11]. For example, an individual volunteer with the goal of meeting certain needs and motives, and they continue to do so to the extent that voluntary experience satisfies them. The same actions can be done at various periods in time to fulfill particular reasons for different people and the same person. Adapt the functional analysis to the study of OCB and identify three reasons: interest in the organization, prosocial and impression management. [7], find that the behavior of organizational citizenship directed towards the individual (OCBI) correlated to a greater extent with the motive of prosocial values and the behavior of organizational citizenship directed to the organization (OCBO) with the motive of interest towards the organization. Whereas in the Rioux and Penner study no relationship was found between the reason for handling the impression with OCS, in the Finkelstein studies a relationship was found between this motive and OCS. The implementation of certain behaviors by female, in line with the role of women in culture, it can be viewed as an expression of their compassion and concern in others, as an expression of their need for recognition and/or emotional dependency, rather than a desire to influence the development of the workplace. Similarly, we might expect men to act in any manner out of an interest in enhancing their standing [12].

Thus based on the above arguments following hypothesis was proposed:

Hypothesis 2. *Gender will be related to the reasons that explain OCB to a greater extent.*

Hypothesis 2.1. *Females will be more motivated by PV.*

Hypothesis 2.2. *Males will be more motivated by IO and MI motives. Hypothesis 2.3. The reason for PV will be associated to a greater extent with the development of OCS in females than in males.*

Hypothesis 2.4. *The reasons for OI and MI will be associated to a greater extent with the development of OC in males than in females.*

OBC and Role Identity

From the role identity model, the concept of role identity and the social context in which the behavior takes place is emphasized [13]. From this theory, past behavior and perceived expectations are the most important determinants of the development of role identity. Developing a specific role not only helps to shape how one sees oneself but can also guide our future behavior in the sense that individual will tend to behave in a way that is consistent with their vision of themselves [14]. The continued development of OCB will be associated with the existence of an identity of "organizational citizen" as part of the personal self-concept. Starting from the difference between OCBI and OCBO, it could be assumed necessary to differentiate between a role identity as an individual-oriented organizational citizen (IRI) and a role identity as an organization-oriented organizational citizen (IRO). Finkelstein and Penner [15], An observational proof of a positive association between position identification and OCB has been established. The new OCB is synonymous with the role of a "organizational person." They often find that motivations and identification of position are substantially related, but that this connection is more unclear when it comes to the purpose of sensation handling. In this way, taking into account the content of gender roles and following the results previously found in relation to the greater or lesser frequency of types of OCC implemented by each gender, it would then be expected to find that IRI is more strongly associated with development. of OCB in female and that IRO does it with the development of OCB in men. Regarding the relative importance that motives and role identities may have in the prediction of BCC, the studies reviewed do not allow us to predict whether gender could affect the existing relationship.

Hypothesis 3: Gender will be related to the role identities that explain OCB to a greater extent.

Hypothesis 3.1: Females will have higher IRI. **Hypothesis 3.2:** Males will present a higher IRO.

Hypothesis 3.3: IRI will be associated to a greater extent with the development of OCB in females.

Hypothesis 3.4: IRI will be associated to a greater extent with the development of OCB in males.

IV. METHOD

Participants

Regarding the total sample, the participants in the study were a total of 983 workers belonging to 49 different organizations. 55.7% were female and 43.3% male. The average age was 36.36 (SD = 10.24). 8.7 per cent had primary, 34.2 per cent secondary and 53.8 per cent university courses. This employees' permanence in their organizations. Regarding the sample of females, their ages ranged between 17 and 65 years, the mean age was 35.87 (SD = 10.22). 7.8% had primary studies, 35% secondary, and 54.2% university. The stay in their companies varied from one month to around 42 years (M = 103.99 months, SD = 117.99 months), and the rest worked full time (85.8 percent). Finally, male sample age ranged from 18 to 65 years, and mean age was 37.04 (SD = 10.28). 9.9 per cent

had primary, 33.6 per cent secondary and 53.8 per cent college studies. Permanence in organizations ranged from one month to approximately 40 years (M = 111.32 months, DT = 114.68 months) and the majority worked full-time (89.7%). To rule out that the differences found between male and female in OCBO could be due to differences in the time spent in the organizations, a one-factor ANOVA was carried out, which showed that there were no significant differences between male and female in the previous time of permanence in the organization (F (1,982) = .931; p > .05).

Instruments

Study participants answered a survey which collected the following measures: **Organizational citizenship behavior**

To evaluate this type of behavior, an adaptation to English of the scale designed by Lee and Allen (2002) was used. The scale consists of 16 objects, ranging from 1 (never) to 5 (always), with a 5-point Likert-type rating scale. This instrument facilitates measurement in two dimensions: OCBO and OCBI. Such things are: Show pride in the organization's profile, spend time assisting those who have work-related issues or not. To evaluate adaptation factor composition, a multivariate of factorial analysis of the adaptation was carried out using the framework of maximum possibility with oblique rotation, which revealed that each element consisted of 8 objects, the same as in the original scale. The two variables were able to describe the difference by 49.81 per cent. The alpha coefficients were .86 (OCBO) and .89 (OCBI) at each factor.

Motives

This scale is based on the instrument initially designed by [16] which evaluated three dimensions: prosocial values (PV), interest in the organization (IO), and managing of the impression (MI), but adds a modified version of the last scale. This instrument was adapted to English following the same procedure described in relation to the organizational citizenship behavior scale. The scale consists of 30 elements varying from 1 (not essential) to 5 (extremely essential), with a 5-point Likert-type answer format. Some of the elements are: I enjoy engaging with my friends, as I have a strong interest in my job because people have a positive impression of me. Analysis of the equation using the highest probability and oblique rotation method revealed that the IO component was composed of 10 elements, the MI equation by 9 and the PV by 11. The arrangement of the items in each element was quite close to that of the original scale, with the difference that, as would be predicted, one object weighted more on the PV scale than on the MI scale. Explains the three reasons 53.30% of the variance. The alpha coefficients were .89 (IO), .90 (PV), and .88 (MI).

Role identity

This definition was tested using an adaptation method developed by Callero et al. [17] to test position identification in blood donors. The initial scale is comprised of 5 objects but these 5 objects are split into 10 depending on the two parameters of the OCB, to allow five factors to analyze the role identity in relation to behaviors directed at another individual (IRI) and the subsequent 5 items to assess the role identity in

relation to organizational behaviors (IRO). Several of the things are: Encouraging the business to thrive is an important part of me, supporting people at work is an important part of me. The factor analysis using the maximum likelihood and oblique rotation method showed that each factor consisted of 5 items, in the same way as in the original scale. The two factors managed to explain 42.07% of the variance. The alpha coefficients were .76 (IRO) and .73 (IRI).

Process

A total of 52 students of the Human Resources Management of the Bachelor of management were trained during the development of theoretical classes on the concepts under study and trained in the development of practical classes in the application of the questionnaire. Each of them applied the questionnaire in an organization, and both the selection of the organizations and the employees was non-probabilistic. The conditions of application of the questionnaire varied in some cases from organization to organization to interfere as little as

possible in its normal operation. For example, in some cases, employees completed the questionnaires at work, and in other cases, they completed them during their free time outside of work hours. All responses given to the questionnaire were treated confidentially, respecting the anonymity of the participants.

V. RESULTS

To achieve the proposed objective, a one-way ANOVA, correlation analysis, and multiple regression analysis were carried out using the SPSS 15.0 statistical analysis package. Table 1 presents the descriptive statistics of BCC, motives, and role identities for each gender. Through the one-way ANOVA, significant differences are found in OCBI ($F(1,982) = 5.45; p < .05$), PV ($F(1,982) = 15.08; p < .01$), and IRI ($F(1,982) = 5.85; p < .05$). Females perform OCBI more frequently and describe a PV motivation and IRI to a greater extent than males.

Table 1: Descriptive statistics of OCB, motives and role identity

Variable	Female		Male	
	M	SD	M	SD
OCBO	3.42	0.79	3.39	0.82
OCBI	3.85	0.68	3.74	0.69
PV	3.84	0.64	3.67	0.68
IO	3.37	0.8	3.36	0.79
MI	2.77	0.93	2.83	0.9
IRI	3.74	0.74	3.63	0.71
IRO	3.13	0.81	3.18	0.82

Note OCBO: OCB directed to the organization; OCBI: OCB directed to the individual; IO: “interest in the organization”; PV: prosocial values; MI: “impression management”; IRO: “role identity” in relation to conducts directed towards the organization; IRI: role identity in relation to behaviors directed at another individual.

Table 2: Correlations between OCB, motives, and role identity based on gender.

Factors	1	2	3	4	5	6	7
Female							
1. OCBO	-----						
2. OCBI	.579**	-----					
3. IO	.815**	.494**	-----				
4. PV	.411**	.726**	.483**	-----			
5. MI	.161**	.104*	.327**	.251**	-----		
6. IRO	.642**	.357**	.643**	.318**	.140**	-----	
7. IRI	.335**	.575**	.330**	.638**	-0.047	.326**	-----
Male							
1. OCBO	-----						
2. OCBI	.610**	-----					
3. IO	.832**	.521**	-----				
4. PV	.443**	.744**	.447**	-----			
5. MI	.103*	0.04	.270**	.232**	-----		
6. IRO	.662**	.384**	.685**	.324**	0.033	-----	
7. IRI	.312**	.565**	.227**	.631**	-.106*	.353**	-----

Note: * $p < .05$, ** $p < .01$. OCBO: OCB “directed to the organization”; OCBI: OCB “directed to the individual”; IO: “interest in the organization”; PV: “prosocial values”; MI: “impression management”; IRO: “role identity” in relation to conducts directed towards the organization; IRI: role identity in relation to behaviors directed at another individual.

The findings obtained indicate that nearly all motives were strongly associated with both OCBO and OCBI, both in the case of females and in the case of males, with the exception of the correlation between MI and OCBI, It was not important in males. As far as OCBO is concerned, the relationship with the motive of IO is stronger than the connection with the motives of PV and MI, irrespective of sex. With respect to OCBI, it maintains the strongest relationship with the PV motif, again regardless of gender. Regarding role identity, both IRI and IRO show positive and substantial associations by OCBO and OCBI: IRI shows a higher association with OCBI and IRO with OCBO in both males and females. Finally, regarding the relationship between role identity and motives, the results found show that significant and positive correlations are found in all possible combinations, with the following exceptions: the relationship between IRI and MI is negative and not significant in female, the correlation between IRI and MI is not significant in male, and the relationship between MI and IRI is negative in male.

To determine the importance of each of the motives in explaining OCS in females and in male, multiple regression analyzes were carried out, where the three types of motifs were introduced simultaneously as forecasters of OCS and OCBI (see Table 3).

The outcomes obtained displayed that OCBO was more strongly motivated through OI in both males and females. The rest of the reasons also had a significant weight when explaining this type of behavior in males, but not females, where the motive for MI was the only additional significant predictor. The percentage of variance explained for males was 70.5% and for females 67.6%. Regarding OCBI, the results obtained in female and male are very similar: the three types of motives have significant weights in the prediction of OCBI, and the main predictor is the motive of PV, followed by the motive of OI and of MI reason. The percentage of variance explained for males was 62.2% and for females 56.5%.

This same type of analysis was carried out to determine the relative importance of the two types of role identity in the prediction of OCB. The results found in female and male are very similar: both types of identities are significant predictors, in the prediction of OCBO, IRO is the most important predictor, and in the prediction of OCBI it is IRI. Despite this, the weight of IRI in the prediction of OCBI is greater in females than in males, and the weight of IRI in the prediction of OCBI is greater in males than in females. The two types of identity achieved explain 43.4% (female) and 44.6% (male) of OCBO, and 37.5% (female) and 36.7% (male) of OCBI.

To determine the relative importance of motives and role identities in predicting OCB, multiple regression analyzes were again performed where both motives and role identities were introduced simultaneously. Again, the results are very similar in females and males. Regarding OCBO, the most important

predictor is the IO motive, followed by IRO and MI. Regarding OCBI, in females, the most important predictor is the reason for PV, followed by IRI and the reason for OI. In males, the most important predictor is also the PV motive, but in this case, the motive for OI, the motive for MI, and lastly IRI is followed in importance. The explained variance is 68.9% (female) and 72.2% (male) in OCBO, and 58.1% (female) and 63.3% (male) in OCBI. The collinearity between the different types of motives and role identities was generally low in both the male and female samples. IVF did not exceed the value of 2.42 in any case and the tolerance level did not fall below 0.41.

Table 3: Summary of multiple regression analyses to predict OCB, role identity, and motives.

	OCBO						OCBI					
	Female			Male			Female			Male		
	B	SE	B	B	SE	B	B	SE	B	B	SE	B
<i>IO</i>	0.85	0.031	.846**	0.852	0.033	.816**	0.183	0.031	.212**	0.247	0.031	.289**
<i>PV</i>	0.025	0.037	0.02	0.123	0.038	.101**	0.692	0.037	.656**	0.653	0.036	.652**
<i>MI</i>	-0.105	0.024	-.121**	-0.113	0.027	-.122**	-0.093	0.024	-.124**	-0.139	0.025	-.182**
<i>R2</i>	67.60%			70.50%			56.50%			62.20%		
	OCBO						OCBI					
	Female			Male			Female			Male		
	B	SE	B	B	SE	B	B	SE	B	B	SE	B
<i>IRO</i>	0.595	0.036	.600**	0.635	0.041	.628**	0.152	0.032	.183**	0.179	0.037	.214**
<i>IRI</i>	0.152	0.039	.141**	0.114	0.047	.099*	0.483	0.035	.529**	0.478	0.042	.500**
<i>R2</i>	43.40%			44.60%			37.50%			36.70%		
	OCBO						OCBI					
	Female			Male			Female			Male		
	B	SE	B	B	SE	B	B	SE	B	B	SE	B
<i>IO</i>	0.722	0.041	.713**	0.756	0.045	.719**	0.143	0.039	.165**	0.268	0.043	.314**
<i>PV</i>	0	0.048	0	0.096	0.05	0.079	0.58	0.047	.545**	0.556	0.048	.565**
<i>MI</i>	-0.069	0.026	-.079**	-0.093	0.029	-.100**	-0.048	0.026	-0.065	-0.117	0.027	-.153**
<i>IRO</i>	0.17	0.036	.172**	0.141	0.04	.141**	0.039	0.035	0.046	-0.037	0.039	-0.045
<i>IRI</i>	0.04	0.04	0.038	0.033	0.045	0.029	0.155	0.04	.168**	0.131	0.043	.140**
<i>R2</i>	68.90%			72.20%			58.10%			63.30%		

Note: * p <.05, ** p <.01, *** p <.001. OCBO: OCB directed to the organization; OCBI: OCB directed to the individual; IO: interest in the organization; PV: prosocial values; MI: impression management; IRO: role identity in relation to conducts directed towards the organization; IRI: role identity in relation to behaviors directed at another individual

VI. DISCUSSION

The results generally confirm those found in previous research. Gender differences are found in the frequency with which certain types of organizational citizenship behavior (OCB) are put into practice, but Hypothesis 1 is only partially confirmed: females carry out organizational citizenship behavior aimed at females with a significantly higher frequency. individual (OCBI) than men (Hypothesis 1.1.), but in relation to the frequency with which organizational citizenship behavior directed to the organization (OCBO) is put into practice, no significant differences are found by gender (Hypothesis 1.2.). These results are consistent with those found in previous studies, which show that females are more interested than males in helping others [18]. [19] find that females are more likely to engage in altruistic behaviors following the typology described by Organ [7]. Similarly, these results are also consistent with the results provided by studies carried out in other areas, such as the study by [7], where it is shown that prosocial behavior is significant and moderately more prevalent in female adolescents than in male adolescents. The findings may lead us to think that there may indeed be a female OCB, as argued by [20], but not a male OCB, since female and male put OCBO into practice with a similar frequency.

It's always challenging to make the difference between work qualifications and OCB. Claimed that workers view the distinctions between OCB, as extra-role behaviour, and intra-role behaviour. The extent to which employees are involved in OCB could be a function of the extent to which employees themselves define their job responsibilities. It could be interesting to check the differences between male and female when defining their work responsibilities, perhaps female to a greater extent than male based on the content of the female gender role perceive the OCBI as intra-role behaviors and therefore are forced to implement them more frequently.

It was described in the introduction that gender roles can have a prescriptive nature, in this sense, the roles indicate how female and should be or behave. In the case of females, they should be communal and characterized by kindness, provide support, and be interested in the well-being of others. When females do not exhibit such characteristics, they may experience rejection from others, which is why they may be oriented to implement behaviors consistent with the content of their gender role in order to avoid experiencing such rejection. The theory of gender roles indicates that people internalize certain assumptions for their gender primarily because of perceived social influences on the participant desire actions in accordance with their assigned gender position [7].

[22] Argue that in order to create their own identities, people categorize themselves and others within social groupings. These social roles allow people to identify themselves and to decide what to do, think and feel [23]. Individuals strive to improve their self-esteem through social associations, which drives them to adopt identity-consistent habits and to stick to community standards and norms [23]. Based on these results, it cannot be stated that men do not help others, but a possible

explanation for why males perform OCBI to a lesser extent is that asking for help violates the norms of the male gender role. If helping make males feel insecure, they are less willing to accept support and will thus be compelled to aid others on the grounds of reciprocity requirements. Other explanations may reside in a lack of self-efficacy in relation to the development of communal activities, social expectations that male is not efficient in the development of this type of behavior, and the stigma associated with assuming non-traditional roles for male Gender seems to be related to what motivates individual to a greater extent when performing OCs (Hypothesis 2) since female give significant greater importance to the motive of prosocial values (PV) than male (Hypothesis 2.1.). In general terms, females are more motivated by the desire to help others and to be accepted by them. But no significant differences were found by gender in the importance given to the motive of interest in organization (IO) and impression management (IM) as expected (Hypothesis 2.2.). The results of the correlational and regression analyzes do not confirm Hypotheses 2.3. and 2.4. Regardless of gender, the PV motif is related to and predicts OCBI to a greater extent, and the OI motive is related to and predicts OCBO to a greater extent.

The relationships established between each type of OCB and the motives do not seem to be influenced by gender, although it is counterintuitive that in the case of female the motive of PV is not a significant predictor of OCBO unlike what is found in males. The role played by the MI motif in the prediction of OCS in females and males hardly differs and in both cases presents an inverse relationship with the development of OCS. Regardless of gender, this type of behavior is fundamentally directed by heterocentric rather than self-centered motives, that is, by motives centered on others rather than ones centered on oneself [25]. The quest for self-interest which the motivation for the MI will serve has a comparatively limited effect on its execution. [17] allude to the idea that both the reason for OR and the reason for PV may be viewed, at least in part, as motives for "expression of values" given their content. Individuals would be fundamentally motivated by their values to develop this type of behavior. The prescriptive aspect of gender roles can also delimit what type of motivations are considered more legal to put these behaviors into practice in each gender. For example, [3] suggests that the relationship between OCB and the image that is achieved in the organization depends on the attributions that the observer makes of the motives that the individual has to implement said behaviors. Females who violate the content of the gender role by developing OCC for self-centered reasons are more likely to suffer rejection by others than when men develop these behaviors for these reasons since in males these reasons are to be expected given the content of their gender role. The study by [15] shows that observers were more likely to attribute the BCC developed by female to traditional motives and were less likely to attribute it to a desire to improve the image, than when they were asked to imagine female. male employees developing the same behaviors. In this way, it could be expected that the OCC implemented by females would be an

expression of their desire to help others and of their need to be accepted. The fact that female gives significantly greater importance to the reason for PV is consistent with this idea, but the rest of the results in relation to the reasons do not support it, since depending on one type or another of BCC there are one or other reasons more important for both female and male.

Regarding the relationship between OCB and role identity (Hypothesis 3), Hypothesis 3.1 is confirmed: females describe a greater role identity as peer-oriented organizational citizens (IRI) than males. But no significant gender differences are found in role identity as organization-oriented organizational citizens (IRO) (Hypothesis 3.2.). The results of the correlational and regression analyzes show that regardless of gender, IRI is related and predicts OCBI to a greater extent and IRO does so with OCBO. Hypotheses 3.3 are not confirmed. and 3.4. Despite this, the weight of IRI in the prediction of OCBI is greater in females than in males, and the weight of IRI in the prediction of OCBI is greater in males than in females. The results obtained confirm that there are differences between females and males, but the intensity of these differences does not alter the explanatory process for the implementation of OCS. In short, data are provided that support to some extent the idea that the continued development of OCB is associated with the existence of an identity of "organizational citizen" in both male and female, in line with what was found by Finkelstein and Penner [15] and Finkelstein [14]. In this case, as in relation to motives, depending on the type of activity there is a more determining role identity regardless of gender. When analyzing the relative importance of motives and role identities in the prediction of OCB, although no hypotheses have been established about the possible role of gender, differences are found that are worth highlighting. In the prediction of OCBO, the role played by motives and role identity is very similar in both genders. But in the prediction of OCBI, in females the PV motif is the most relevant predictor, followed by IRI and OI; in males, the most important predictor is also PV, but in this case, it is followed by the motives of IO and MI, and lastly by IRI. Thus, in the development of OCBI, role identity would play a more important role in females than in males. They would tend to develop OCBs to a greater extent due to the desire to be consistent with their vision of themselves as organizational citizens who help others. In summary, the influence of the gender role is limited and from what the results show, it seems to be more decisive for females than for males in relation to the frequency with which they implement OCBI, the importance given to the reason for PV and the development of IRI. When one delves into the predictive role of each type of motive and role identity, the influence of gender seems to be neutralized, since there are no important differences between male and female. In this sense, perhaps the most relevant difference lies in the fact that in the case of OCBI, role identity plays a substantial role in females and less important in males.

Eagly [2] describes that female have gradually obtained higher status and more responsibilities than in the past in the workplace, as a consequence of this they may have absorbed some aspects of the male gender role to adapt to the needs and

demands that arose in the workplace, without losing any of the content of the female gender role. It is possible that the structural barriers imposed by other roles (mother, wife, etc.) and the limited access to organizational resources, are having less and less impact on the development of the OCB for female. One of the main limitations of the study is that the data collected is based on self-reports by the workers themselves. Research on self-reports suggests that they are comparable to evaluations by others [10], but OCB self-reports may still not be an accurate measure of actual performance. In the investigations around the OCB study, the reports of the workers' supervisors and / or their colleagues are usually used additionally, but in this case, our interest was not focused on obtaining the most reliable measure of OCB as possible, but of the perception of individuals about the development of these behaviors and the reasons that lead them to behave in this way. Another limitation is that all the variables were measured at a single point in time, so the causal relationships between motives, role identity, and BCC are only inferred. It should also be borne in mind that the study only collects measures on the frequency with which OCB is applied, but in this way, other important features of these behaviors are forgotten, such as audience or magnitude [3]. Attention to these other characteristics could show the existence of other significant differences between females and men. Finally, the different procedures used to collect the data and the differences existing between the multiple participating organizations, especially relative to their management practices or work sectors, may have influenced the results found.

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