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GENDER DIFFERENCES IN ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: A STUDY OF MALAYSIAN MANUFACTURING SECTOR

JEN LING GAN¹, HALIMAH MOHD YUSOF²

ABSTRACT. Many companies emphasize on the efficiency of employees, thus, organizations have been seeking for the methods that can improve the employees' performance and efficiency. Organizational citizenship behavior (OCB) has been recognized as one of the significant factors that can enhance the organizational efficiency and overall productivity. Among the variables that could affect the level of OCB, the differences of genders on OCB should be concerned. This is because different genders of perceptions could influence employees' behaviors in organizations. Hence, it is crucial to examine the significance of gender differences in OCB among employees. However, limited studies were conducted to investigate the significance of the gender differences in OCB. Hence, this paper intends to minimize the research gap by examining the significance of genders' difference, as well as determining the level of OCB among the genders. A total of 85 valid respondents from few Malaysian manufacturing companies participated in this research. The results revealed that there is no significant genders' difference on both dimensions of OCB, namely OCBI and OCBO. No significant genders' difference was found in overall OCB as well. Future studies are recommended to conduct more studies on larger sample size, as well as to conduct their studies on wider scope of respondents.

Keywords: *Gender differences, organizational citizenship behavior, manufacturing industry, Malaysia.*

JEL classification: D23, O14, O15

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Introduction and Literature Review

Employees are known as the important asset to assist company in reaching its optimum goals (Lee and Ha-Brookshire, 2018). It is believed that by having a team of good human resources, company's competitiveness could be enhanced through ideal performance by the employees (Indrawiani, Anggraeni, and Indrayanto, 2018). A good employee is the one who performs with positive behaviours in the organisation, which are known as Organisational Citizenship Behaviour (OCB) (Shaemi, Shabani, and Khazaei, 2014). In the past years, many researchers have had concerns about the dysfunctional behaviours that could negatively influence organisations, hence neglecting the importance of investigating positive behaviours of employees, such as OCB (Zhu, 2013). OCB is known as one of the approaches that could develop organisations effectively, making it equally vital in organisational behaviour research (Khosravizadeh *et al.*, 2017). In the field of management, employees who have voluntary actions that are not designed in formal reward system are known as the employees who engage in OCB, which will improve overall productivity (Salajeghe and Farahmand, 2014). Chelagat, Chepkwony, and Kemboi (2015) revealed that a good employee tends to remain good attitude which could help organization to achieve goals effectively. Besides, Borman and Motowidlo (2014) believed that a company may grow and develop more effectively because good employees in the organisation will voluntarily exhibit OCB, such as giving constructive ideas to the management.

Development planning in Malaysia has been done comprehensively in order to reach optimum level of growth (Akoum, 2016). Manufacturing is one of the important industries in Malaysia, thus it is imperative that the employees in this industry are highly dedicated, efficient, and excel in performance. In this regard, OCB should be one of the concerns of this

industry. However, the lack of dedicated workers in this industry is the most severe problem, with the highest percentage (49.5%), as compared to the other human resource problems (Osman *et al.*, 2015). There were comments that employees in Malaysian manufacturing industry are less likely to exhibit OCB in their workplace, due to lack of dedication and the will to be a good employee. Nevertheless, there are limited studies that investigated the antecedents of OCB in Malaysian manufacturing industry which have triggered the intention as stated in this paper: to determine the level of OCB among the employees of the selected Malaysian manufacturing companies in Negeri Sembilan.

For the purpose of investigating OCB, this research is based upon the recommendations made by the scholars in the recent years that there should be studies to investigate gender difference on OCB among employees (Cameron and Nadler, 2013). This is because it is believed that different genders might have different perceptions, which might lead to different actions by different genders (Chen, Yan, Fan, and Gordon, 2015). This assumption is formed when the scholars believed that female employees are expected to exhibit particular OCB dimensions which are disparate as compared to the male employees (Uzonwanne, 2014). Tabassum (2016) argued that gender should be focused as one of the main contextual variables that could affect OCB. However, there is a dearth of studies that examined genders of respondents and OCB, which could be one of the research gaps in the studies of OCB (Anu and Radhey, 2017). It was claimed that the research of examining the gender differences in OCB has been overlooked (Ng, Lam, and Feldman, 2016). Therefore, this paper intends to examine the significance of gender difference on OCB in the Malaysian manufacturing companies in Negeri Sembilan.

Concept of OCB

OCB is defined as the actions of workforces which is not limited to any job scopes, not being acknowledged under official compensation scheme, and improving overall performance of companies (Organ, 1988). Tsai and Wu (2010) explained further, OCB refers to the willingness of employees in a company to act beyond formal responsibilities in order to satisfy all the stakeholders. According to Luthans (2011), OCB is an action that is willingly demonstrated by workers, instead of being

motivated by the compensation scheme in organisations. Kinicki and Kreitner (2008) claimed that, an employee is demonstrating OCB when he/she has the sense of belonging and is willing to assist fellow workers. In this paper, OCB is divided into two dimensions, namely, Individually Directed Organisational Citizenship Behaviour (OCBI) and Organisationally Directed Organisational Citizenship Behaviour (OCBO).

Individually Directed Organizational Citizenship Behaviour (OCBI)

OCBI is defined as the positive actions that are exhibited to individual workers, such as colleagues, superiors, and top management (William and Anderson, 1991). There are two aspects in this dimension, namely, altruism and courtesy. Altruism is defined as voluntary and unrestricted behaviour when an employee provides support to another employee to assist in accomplishing tasks (Organ, 1988; Podsakoff *et al.*, 2000). Meanwhile, courtesy is defined as the behaviour of an employee which prevents occurrence of problems in an organisation (Organ *et al.*, 2006). One of the examples of courteous behaviour is meeting and consulting fellow workers before making a decision that can affect the parties (Podsakoff *et al.*, 2000).

Organizationally Directed Organizational Citizenship Behaviour (OCBO)

OCBO is described as the positive behaviours that are demonstrated to organisations, where the actions can affect overall organisational performance (William and Anderson, 1991). In this dimension, there are three aspects involved, namely, conscientiousness, sportsmanship, and civic virtue. Conscientiousness is defined as the behaviour that obeys the rules that are set by the organisation and being punctual (Organ, 1988). When employees have conscientiousness, they will perform beyond their superiors' expectations. When employees are willing to handle unfavourable situation without hostility, they are exhibiting sportsmanship (Newland, 2012). When employees have civic virtue, they demonstrate responsibility by participating in organisation's politics and being aware of the issues in the organisation (Organ, 1988).

Gender Difference

In recent years, gender difference in different variables has been brought to light by several researchers (Anu and Radhey, 2017). Since different genders have different perceptions, it is believed that there is a probability that significant difference exists when OCB is rated by different genders (Ng, Lam, and Feldman, 2016). It is claimed that gender could affect the interpretation of behaviours, which in turn affects employees' views and actions at workplace (Anu and Radhey, 2017). Gender is also believed to have influence on the connection between co-workers, which affects workplace environment (Prabhakaran, Reid, and Rambow, 2014). For the dimensions of OCB, females are believed to have more frequency in demonstrating OCBI as compared to males, while males are believed to have more frequency in demonstrating OCBO as compared to females (Cameron and Nadler, 2013). This is because Anu and Radhey (2017) mentioned that female is more social oriented, therefore helping behaviour (OCBI) is more frequent exhibited by female. While, Males give more attention to organisational politics or updates, hence exhibiting more OCBO than females (Anu and Radhey, 2017). Few studies were conducted to investigate the significance of gender difference on OCB. However, the results of previous findings were inconsistent, hence triggering the needs for more research on this topic. For example, Cameron and Nadler (2013) reported that there was no significant genders' difference on OCB. On the other hand, Anu and Radhey (2017) revealed that there was a significant genders' difference on overall OCB, however, no significant difference was found for the dimensions of conscientiousness and altruism. Contradictorily, Uzonwanne (2014) claimed that there was no significant genders' difference on OCB in the study. Different with Jenaabadi, Okati, and Sarhadi (2013), the scholars found that there was significant difference on genders in measuring OCB. Due to the inconsistency of findings as above, the hypotheses of this study are developed as below.

Hypothesis 1: There is no significant gender difference on OCBI.

Hypothesis 2: There is no significant gender difference on OCBO.

Hypothesis 3: There is no significant gender difference on overall OCB.

Material and Method

The purpose of this study is to investigate the level of OCB among employees of different genders, as well as the difference between genders on organisational citizenship behaviour in Negeri Sembilan manufacturing companies. The responses were collected from 85 employees of two companies, where multi-stage sampling method was adopted in selecting the samples. Individual respondents were randomly selected from the companies. The 11-item questionnaire that was developed by Lee and Allen (2002) was used in this study. Of 100 sets of questionnaires, 85 questionnaires were usable in this study. For the purpose of measuring OCB variable, a total of 16 items was answered by the respondents. Each item was given five-point Likert scales, where 1 indicates strongly disagree, while 5 indicates strongly agree. The reliability and validity of questionnaire items was assessed and reported in the next section. After the reliability and validity tests were conducted, the data was analysed using Statistical Packages Social Sciences (SPSS) version 23.0.

Results and Discussions

Measurement Analysis

Composite reliability (CR) was adopted to test the items' reliability. Value of reliability that exceeds 0.60 suggests that the items are reliable and in satisfactory status (Hair, Hult, Ringle, and Sarstedt, 2014). Indicator reliability (IR) was also tested in this study to see the variance rate of a particular indicator (Hair et al., 2014). As shown in Table 1, the internal consistency of each variable is in satisfactory level. As for validity, convergent validity and discriminant validity could help in the process of validation (MacKenzie Podsakoff and Podsakoff, 2011). Convergent validity is acceptable when AVE value of the construct is at least 0.50. Table 1 indicates that all AVE values are more than 0.50, hence, the validity of constructs is acceptable. Similarly, the value of discriminant validity in this study is also acceptable, as shown in Table 2.

Table 1. Internal Consistency and Indicator Reliability

| Dimensions | CR | AVE | Items | IR |
|-------------|-----|-----|-------|-----|
| OCBI | .85 | .53 | BI 1 | .91 |
| | | | BI 2 | .90 |
| | | | BI 3 | .90 |
| | | | BI 4 | .90 |
| | | | BI 5 | .90 |
| | | | BI 6 | .90 |
| | | | BI 7 | .90 |
| | | | BI 8 | .92 |
| OCBO | .90 | .58 | BO 1 | .91 |
| | | | BO 2 | .90 |
| | | | BO 3 | .91 |
| | | | BO 4 | .90 |
| | | | BO 5 | .90 |
| | | | BO 6 | .90 |
| | | | BO 7 | .90 |
| | | | BO 8 | .90 |

Source: Authors' work

Table 2. Fornell-Larcker Criterion

| Dimensions | OCBI | OCBO |
|------------|-------|-------|
| OCBI | 0.864 | |
| OCBO | 0.580 | 0.875 |

Source: Authors' work

Level of OCB among Genders

Descriptive statistic was conducted to evaluate the level of OCB among the employees of different genders in the said manufacturing companies. The result indicates that more than half (69.4%) of the employees are male, while the remaining (30.6%) are female. The result of mean depicts that male employees are prone to have higher OCBI and OCBO, as compared to female employees. As for overall OCB, male employees scored higher than female employees, where the male employees exhibited high level of overall OCB. The findings are presented in the table below.

Table 3. Level of OCB among Genders

| Dimensions | Gender | N | Percentage | Mean | Standard Deviation | Level of OCB |
|-------------|--------|----|------------|------|--------------------|--------------|
| OCBI | Male | 59 | 69.4% | 3.74 | .57 | High |
| | Female | 26 | 30.6% | 3.60 | .60 | Moderate |
| OCBO | Male | 59 | 69.4% | 3.79 | .61 | High |
| | Female | 26 | 30.6% | 3.62 | .50 | Moderate |
| Overall OCB | Male | 59 | 69.4% | 3.77 | .54 | High |
| | Female | 26 | 30.6% | 3.61 | .47 | Moderate |

Source: Authors' work

Significance of Genders' Difference on OCB

For the purpose of assessing the significance of gender difference on the dimensions of OCB, independent samples *t*-test was conducted. From the result in Table 4, the findings revealed that there is no significant gender difference on OCBI, $t(83) = 1.042$, where *p*-value is more than significance level of 0.05, hence supporting Hypothesis 1. The findings also discovered that there is no statistical difference in OCBO that is attributable to gender, $t(83) = 1.311$, where the *p*-value is more than the significance level of 0.05 as well, hence supporting Hypothesis 2. The gender difference of the overall OCB is found insignificant, where $t(83) = 1.312$, $p > 0.05$, hence supporting Hypothesis 3. The findings are illustrated in Table 4 as below.

Table 4. Significance of Genders' Difference on OCB

| Dimensions | <i>t</i> statistics | df | <i>p</i> value | Significance | Hypotheses Decisions |
|-------------|---------------------|----|----------------|-----------------|----------------------|
| OCBI | 1.042 | 83 | 0.30 | Non-significant | Supported |
| OCBO | 1.311 | 83 | 0.19 | Non-significant | Supported |
| Overall OCB | 1.312 | 83 | 0.19 | Non-significant | Supported |

Source: Authors' work

Discussions

In this section, the findings are discussed based on previous literature. The purposes of this study are to determine the level of OCB among the genders in the target group, as well as to investigate the significance of gender difference on the dimensions of OCB. Firstly, the

findings revealed that overall OCB is more frequent in male employees, as compared to female employees. As for the dimensions of OCB, male employees scored higher in OCBI and OCBO, as compared to female employees. This brings a meaning that the positive behaviour of OCBI and OCBO are more frequent in male employees in Negeri Sembilan manufacturing companies. The findings of this study contradict with previous studies. For example, Ariani (2013) claimed that female employees are prone to exhibit higher OCBO than male employees while Conway, Kiefer, Hartley, and Briner (2014) mentioned that female employees display OCBI more frequently as opposed to male employees. To some extent the finding of this study is similar to the study of Cameron and Nadler (2013), where both studies revealed that male employees exhibit OCBO more frequently than female employees. From the result of this study, it revealed that both genders scored higher on OCBO as compared to OCBI. According to Cameron and Nadler (2013), role congruity theory explains that exhibiting OCBO can be perceived as overlooking OCBI, hence OCBI has lower score than OCBO. As for the overall OCB, the result of this study shows that male scored higher OCB than female employees. The result is similar with previous study that was conducted by Anu and Radhey (2017), where the scholars found that female employees display OCB less frequently than male employees.

The significance of gender difference was also investigated. Three hypotheses in this study are supported: there is no significant gender difference on OCBI, OCBO, and overall OCB. The finding is consistent with several past studies. For example, Uzonwanne (2014) revealed that there is no significant gender difference on OCB. Besides, Jenaabadi *et al.* (2013) as well as Berbaoui, Silimani, and Sadek (2015) found similar finding where no significant differences were found on genders in assessing OCB. However, the finding of Anu and Radhey (2017) was slightly different than the finding of this study in which the scholars revealed that there is a significant gender difference on overall OCB, as well as the dimensions of sportsmanship, civic virtue, and courtesy. However, they did not find any significant gender differences on conscientiousness and altruism, which is one of the aspects of OCBI and OCBO respectively.

Conclusions

As a conclusion, the purposes of this study had been achieved successfully. The levels of the dimensions of OCB among the male employees are high, while the levels of the dimensions of OCB among female employees are moderate. Hypotheses 1, 2, and 3 are supported: there are no significant gender differences on OCBI, OCBO, and overall OCB. This study has few limitations. Firstly, the sample size is small. It is suggested that more studies are conducted in the future with larger sample size to increase the validity of result. Secondly, the limited number of manufacturing companies in Malaysia that participated in this research. This could affect the generalisation of result. It is recommended that future studies are conducted in wider scope within Malaysia, in order to improve generalisation.

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