

**THE INFLUENCE OF GENDER ON ORGANIZATIONAL CITIZENSHIP
BEHAVIOR AT THE COOPERATIVE BANK OF KENYA HEADQUARTERS**

BY

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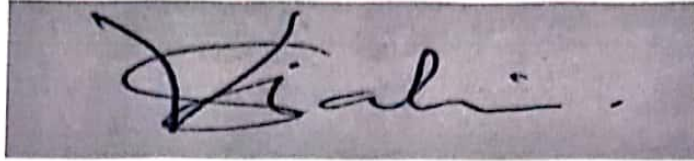
**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT FOR THE AWARD OF A MASTERS DEGREE IN
BUSINESS ADMINISTRATION, UNIVERSITY OF NAIROBI**

2020

DECLARATION

I declare that this research project for the award of degree of Master of Business Administration in the University of Nairobi has not been presented for a degree in any other University or an examination body.

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This project has been submitted with my approval as the university of Nairobi supervisor

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ACKNOWLEDGEMENT

I pass my regards to supervisor Professor Peter k'Obonyo who supervised my work from the beginning to the end. He provided all the necessary support at the University of Nairobi.

I would not forget to remember my employer [The Cooperative bank of Kenya] for all that they did to help me in my studies; the encouragement and the timely support as I undertook this task.

DEDICATION

I dedicate this project to God Almighty for He has been the source of my strength throughout this program and on His wings only have I soared. I also dedicate this work to my late Father William Shigoli Siahi who always encouraged me to soar higher in my studies and so I honor him posthumously. I also dedicate this to my husband William Kyalo Muthoka who has encouraged all along and whose support has made sure that I accord all it takes to finish what is commenced. To my son Reine Kyle Kyalo who has been affected in in all ways possible by this quest. To my entire Family including my mother, brother and sisters who have waited patiently for this moment.

ABSTRACT

If an organization wants to remain competitive, it should deploy highly qualified personnel to devote all their resources and effort to confront , maneuver around tough circumstances and attain organizational goals. Successful high-tech firms have committed most resources to retain competent workforce and to motivate them to improve performance. It is important to articulate the factors influencing the organizational commitment of the employees, job involvement and organizational citizenship behavior. The study's objective was to determine the influence of gender on organizational citizenship behavior at Cooperative Bank of Kenya headquarters. This study was guided by the gender role theory. The research employed the descriptive research design. The target population comprised of all Cooperative Bank of Kenya headquarters employees. Out of the 200 questionnaires issued, 152 were successfully filled and returned translating to a 76.2% response rate. The collected data was edited and coded and fed into the SPSS 23 computer package to generate both inferential and descriptive statistics. The inferential statistics was undertaken by performing two regressions on each of the independent variable against growth. The study found p values of 0.000 at 95% level of confidence on the association between each of the independent variable (gender) on organizational citizenship behavior at Cooperative Bank. This shows that the model used for this survey was significant and that gender influences the organizational citizenship behavior of cooperative bank employees. From the data analysis, it can be concluded that gender is a factor to consider when seeking organization citizenship behavior. The enterprises should thus treat gender issue as critical in order to capitalize on the synergies such as higher innovation, better service delivery and increased productivity. The study recommends that the managers and shareholders of companies that are yet to implement gender diversity in their workforce should engage in so to realize organizational citizenship behavior among employees translating to higher profitability and thus survival in the highly dynamic business environment.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Most organizations, if not all, are interested in what should be done to attain sustained high levels of performance through personnell. In the current competitive business environment, most organizations need active workers who can freely give up their time, energy and input to complete a given task. Although most employees still put their best input at work, it's rare to find those employees that are willing to go an extra mile to help an organization meet its set goals and targets. The behavior portrayed by such employees who go an extra mile to work beyond their responsibilities without any reward is known as organizational citizenship behavior (Morrison,E.W.(2014). According to Organ, Podsakoff, & MacKenzie(2006), Organizational Citizenship Behavior (OCB) is a critical issue for many organizations because it impacts heavily on both the individual and organization's performance and effectiveness.

In the highly competitive and dynamic business environment, entities are noting that the only avenue for growth or even survival is to develop strategies which earn them a competitive edge over their rivals (Brown, 2017). It is becoming more evident that even with most advanced technology, better machines, manufacturing and, establishments with highly committed and loyal workforce thrive more. This is because all the others components can be replicated unlike the workforce

Due to rapid advancement of the global economic competition and information technology, Mostafa (2016) analyzed that many companies are exposed to strong

competitive forces. If an organization wants to remain competitive, it should deploy highly qualified personnel to devote all their resources and effort to confront maneuver around tough circumstances and attain organizational goals. Successful high-tech firms have committed most resources to retain competent workforce and to motivate them to improve performance.

The cooperative Bank of Kenya is one of the many financial institutions in Kenya which experiences immense competition. Owing to the shaky business environment, the immense competition has led to the closure of some banks, laying off some staff, cutting costs such as pay. Some staff lose jobs while those who remain will have to handle heavy workloads and definitely work for longer hours. The Co-operative bank of Kenya (co-op bank) initially formed to serve the cooperative movement has been confronted with both internal and external issues which can sometimes lead to a decline in its overall performance. The lender faces the challenge of strategic change management, alteration of guidelines by the umbrella bodies such as the CBK which is the mandated regulator, system failures, high labor turnover, challenges in retaining top talent etc. There is therefore a need to have a committed workforce (both male and female) that is willing to go the extra mile at work. A Successful Cooperative bank of Kenya needs employees who will execute additional responsibilities and provide performance that is beyond the expectations put forth. The sourcing Eagle <https://www.co-opbank.co.ke>

1.1.1 Gender

According to early scholars (fausto-sterling, 1985; fisko & taylor, 1991) Gender is often described as the earliest learned social dichotomy. Usually at birth, gender differentiation begins.eg blue is usually identified as the color for boys and pink for girls. This gender

differentiation usually continues throughout up to the adult life. Gender roles therefore refer to the shared beliefs that apply to societal members based on their socially identified sex.(Koenig and Eagly ,2014) such societal views tend to show that there are activities, emotions and careers that are best suited for one sex over the other sex. Stereotyped views are usually created by such perspectives e.g. women being presumed to possess high levels of communal attributes e.g. being friendly, having great concern for others and being unselfish.

On the other hand men are thought to possess argentic attributes e.g independence, confident and assertiveness (Bakar, 1966, Eagly ,2009).Writers like Spence and Hemreich(1980) both argued that most feminine behaviors (expressive behaviors)like empathy are considered as other-oriented behaviors. They went on and argued that self-oriented behaviors are those that are masculine or instrumental behaviors like competitiveness. Other writers like Kidder and Parks(2001) noted that other –oriented behaviors e.g.(ocb- altruism ,courtesy) are usually consistent with female communal characteristics .They noted that self –oriented behaviors like civic virtue ,sportsmanship ,conscientiousness are usually consistent with the male argentic behaviors. They questions we need to ask are: Does gender (male and female) influence the kind of behavior employees display at work? Do their motives for indulging in certain behaviors differ from one another? In today’s competitive world, organizations need an edge over others in order to succeed. Such organizations would like to understand aspects or areas that will enable them to retain this competitive edge. Human resource, being one such area ,if well utilized to its true potential ,can ascertain wonderful results, however in order to do so ,the management in organizations needs to deeply understand their

workforce which also entails understanding the basic gender differences in underlying behaviors. The current study focuses on understanding whether the female and male employees in an organizations influence the Organizational Citizenship Behaviors (OCB) displayed by the said employees.

1.1.2 Organizational Citizenship Behavior

According to Chinomona (2016), organizational citizenship behavior is the employee's personal and voluntary relationship and commitment towards the organization apart from the formal contractual obligations. This means that the relationship that an employee develops towards a company either as per the comfort or satisfaction he or she gains can be crafted through the perception the employee carries in regards to the way management and the general operations are conducted. As shared by Hetty van Emmerik and Sanders (2005), establishing effective employee organizational citizenship entails management ensuring that the employees working conditions are conducive enough to offer them the opportunity to perform as per what is expected of them and even go beyond that. This means that fair treatment and provision of incentives within the working environment like terms of employment, flexible time schedules and acceptable and commensurate compensation to their work output may just form some of the key aspects employees consider that rate them to perform well.

Additionally, Martin and Giallo (2015) stated that employee-management relationships can be positively impacted through a well-established chain of communication and ensuring some applicable opinions shared by employees are implemented in the management policies so as to make the employees to feel part of the company.

(OCB) was defined by Organ (2013), as an employee behavior that exceeds the call of duty and positively affects organizational effectiveness. It is discretionary by the employees and not recognized by the employing organization's formal reward system (Armstrong & Taylor, 2014). OCB reflects the actions undertaken by organizational employees that exceed the minimum role requirements expected by the organization and in the process increase the welfare of other workers in the organization (Lovell, 2015). Organizational citizenship behavior explains the individual employee behaviors that are important to the organization and have positively impacted on the effectiveness and efficiency of work teams and organizations. The OCB also enhances the psychological and social state of employees in the organization and this can be more productive and calls for innovativeness of the employees in their activities (Organ, 2013). The OCB facilitates coordinating of activities, increase in organizational performance, and attract employees from other organizations.

The OCB plays an important role when individuals are self-motivated, understand and recognize the importance of an organization vision. As Williams (2015) elaborates that OCB is an expression of commitment of employees towards the organization and their willingness to remain in the organization. This indicates that organizations desire their employee to exhibit OCB since it improves the success of the organization.

This perspective of ensuring employees is well catered for triggers a high level of employee satisfaction and eventually fosters an individual positive resonance to the company. According to Newman and Sheikh (2012) voluntary commitment of employees is as a result of employee satisfaction which is expected to enhance employee organizational citizenship behavior. Furthermore, Mostafa (2017) pointed out that

employee organizational citizenship is more of the relationship-bound on the employee's view of the organization and the existing relationship and sense of belonging held by the employee, apart from the role-based perspective that binds the employee on a performance-based relationship to the organization. This means that, if the employee has a positive general existing relationship based on the contractual obligations can trigger a general positive liking and self-commitment if the contractual relationship induces positive perceptions. However, Wellis (2016) opined that employee organizational citizenship is more of the personal commitment that is developed based on a number of factors such as employee satisfaction or love for his professional development offered or achieved through working in the organization.

1.1.3 Cooperative Bank of Kenya

The Co-operative bank is incorporated under the company's Act (Cap 486). The bank is regulated and licensed by the Central Bank of Kenya (CBK). The lender flaunted the second largest customer base of 4.7 million accounts as at March, 2017. Currently, the bank has over 166 branches distributed across the country. The bank has over 4000 employees. The bank was initially registered under Co-operative societies act before obtaining its license in 1986. The bank serves individuals, small entities and large corporations discharging services the needs of Kenyan Co-operative Societies in which control 65% of the institution's stake is controlled by other investors.

In 2014, the bank resolved to a five year transformation journey dubbed "The Soaring Eagle Transformation Journey" and sought the services of McKinsey and Company, to review the business model and processes of the bank. The consultant was issued three months to design the measures which would increase cost management and improve the

performance of the bank. The organization would promote the firm's growth impetus; refine its operating models and benchmarking operational efficiency with industry best practice both locally and internationally. The results would also position the business to be highly competitiveness. The transformation processes included; Salesforce effectiveness, channel migration and branch transformation, data and analytics, proactive Non Performing Loan (NPL) management and credit process improvement, shared services digitization and people driven agenda. This initiatives' implementation and sustainability resulted to better services to clients, improved collaboration of teams, improved staff productivity, improved profitability and increased positive impact to the community.

As a body corporate, just like many organizations, Cooperative Bank of Kenya is facing the effects of globalization, technological and economic changes that require a paradigm shift to gain competitive edge. Although Cooperative Bank of Kenya has regulations on HRM, T&D, communication channels and safe working environment, the bank needs to be more vigilant in order to rectify beforehand any factor that may hinder the delivery of service, (HRM Policy Manual 2017).

1.2 Research Problem

This current study investigated the influence of gender in display of OCB at the cooperative bank of Kenya headquarters. Several researchers have indicated that the discrimination that exists between men and women especially based on the appraisal tends to display different types of OCB between both genders. The interpretation of the behavior of an individual is influenced by the gender identity. Gender is a common determinant of how employees perceive their work place as well as attitudes towards

interactions with the work colleagues. The relationship between employees pertaining on social support as well as offering opportunities and information is highly determined by the gender identity. Researchers have identified a stereotype that female gender have a helping behavior and are more of socially oriented thus expected to have higher altruism. On the other hand, Men are more typical on civic virtue as well as sportsmanship traits as they are more focused the activities of the organization as well as being concerned on their parent organization. Few studies have focus on how gender impacts OCB and that lead to this research.

Like many organizations, the Co-operative bank of Kenya limited has a very fragile position as an employer of choice. The major challenge that the cooperative bank of Kenya faces is the employee's lack of commitment towards the organization. This means employees not going beyond the call of duty to enhance organizations effectiveness and performance. In the last recent years the bank has experienced a high rate of dissatisfied employees who cite lack of job satisfaction, lack of recognition, lack of growth opportunities, poor pay, poor teamwork etc. as the reasons as to why they can't work beyond the call of duty. No survey has ever been carried out to understand the reasons behind employees working beyond the call of duty in the organizations that they work in.

No known similar study has been carried out before, and therefore this study was trying to size the gap left by the previous researchers in this respect. This study attempted to answer the question, what is the relationship between gender and organization's citizenship behavior at the co-operative bank of Kenya headquarters?

1.3 Research Objective

To establish the influence of gender on organizational citizenship behavior at the Cooperative Bank of Kenya headquarters.

1.4 Value of the study

The study's findings will be beneficial in providing a basis for further research to researchers interested in further studying the influence of gender on organizational citizenship behaviors in the public sector as well as the private sector. This will go to an extent in contributing to theory which can help in future studies by future scholars.

Secondly, stakeholders of Cooperative Bank and other banks will benefit from improved service delivery since this study will be instrumental to policy formulation and developing sound performance management strategies hence, improve organizational citizenship behaviors as a tool in improving performance of employees both male and female. The study will provide information that would be useful to financial organizations in Kenya in designing policies that will guide the HRM department in maintenance of employees effectively to achieve the company goals efficiently.

Lastly this study will help in improving the HRM practices at the Cooperative Bank of Kenya and other organizations. Through this research, they will be able to understand the link between gender and organizational citizenship behaviors in the organization. Thus, management will ensure strict adherence and implementation of HRM practices, while focusing on equity and fairness in employees' engagement based on their gender orientation for better performance

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter analyzes theoretical orientations, measurement scales used in measuring gender orientation, organizational citizenship behavior, the linkage between gender and organizational citizenship behavior and empirical researches done in the study area as well as the conceptual framework. (Nyarieko, 2018). This section presents a theoretical and empirical literature perspective on how gender orientation influences the performance of OCB within a corporate organizational setting. The theoretical literature presents a discussion on the concept of organizational citizenship behavior (OCB), the constructs of OCB and the gender role theoretical framework. The theoretical literature also presents an assessment on how the post-structural feminist perspective (i.e. female as altruists and male as possessing civic virtues) and the post-liberal feminist perspective (i.e. gender stereotypes created by social processes) influence OCB. The literature review also presents the outcome of empirical studies related to the influence of gender on OCB.

2.2 Theoretical foundation of the study

2.3 Constructs of Organizational Citizenship Behavior (OCB)

Organ's (1988) OCB conceptual framework generated five (5) fundamental aspects of organizational citizenship behavior. Specifically, Organ (1988) states that OCB can be assessed in terms of five dimensions such as altruism, conscientiousness, sportsmanship, civic virtues and courtesy. The 'altruism' perspective, which is strongly associated with gendered feminist attributes of assisting co-workers with considerable work overload without expecting any form of rewards (Nyarieko, 2018). Essentially, the altruists are considered to showcase a certain level of compassion, generosity, empathy and concern

for the welfare of other employees. Therefore, such employees are willing to help a co-worker meet his/her targets despite the realization that such actions are not within their expected role profile (Kark & Waismel-Manor, 2005).

As another dimension of OCB, conscientiousness is exemplified by organizational staffs when they perform beyond the expected level of conscientiousness within the organizational setting (Twalib & Lukio, 2017). Conscientiousness is exhibited in various situations such as when employees volunteer to report to work earlier than the official time in order to complete a particular work assignment (Kidder, 2012). Furthermore, employee initiatives to develop a new form of work processes that goes beyond their job descriptions can also be construed to exemplify conscientiousness.

The art of sportsmanship, which is a different form of organizational citizenship behavior (OCB) occurs when employees exhibit calmness and remain positive despite being subjected to an adverse experience in the workplace (Nyariaeko, 2018). Employees who do not often complain of non-trivial issues in the organizational setting are construed to exhibit sportsmanship. For instance, employees who whine that their work project proposals have not been approved are likely to exhibit non-sportsmanship attributes (Motowidlo, 2000).

As one of the five dimensions of OCB, courtesy occurs when employees portray a certain level of consideration or politeness during interactions with co-workers in the workplace setting (Twalib & Lukio, 2017). The decision to consult other co-workers before taking certain actions in a formal organizational group setting is considered to be courteous. Additionally, controlling the level of noise when talking on the phone within the

workplace setting is also considered courtesy because the stated action limits the level of interference with co-workers.

Finally, civic virtue, which has been noted to enhance the level of interpersonal ties with co-workers occurs when employees represent their organization in a positive manner (Kark & Waismel-Manor, 2005). For instance, active engagement in the organization's political process and creating a good corporate image of the organization to the public are excellent illustrations of the employee civic virtue. Furthermore, engaging in social events and charity activities with the aim of enhancing social welfare can also be considered a depiction of civic virtues (Kidder, 2002).

2.4 The Gender Role Theory

The gender role theory has a considerable impact on the concept and practice of organizational citizenship behavior (Kidder, 2002). The gender role theory is based on the postulation that gender orientation as either males or females tend to assume different recognized roles within the social system and individuals classified based on their gender profile are generally judged based on the stated social expectations (Kark & Waismel-Manor, 2005). According to Motowidlo (2000), gendered expectations tend to vary depending on the specific cultural orientations of a person.

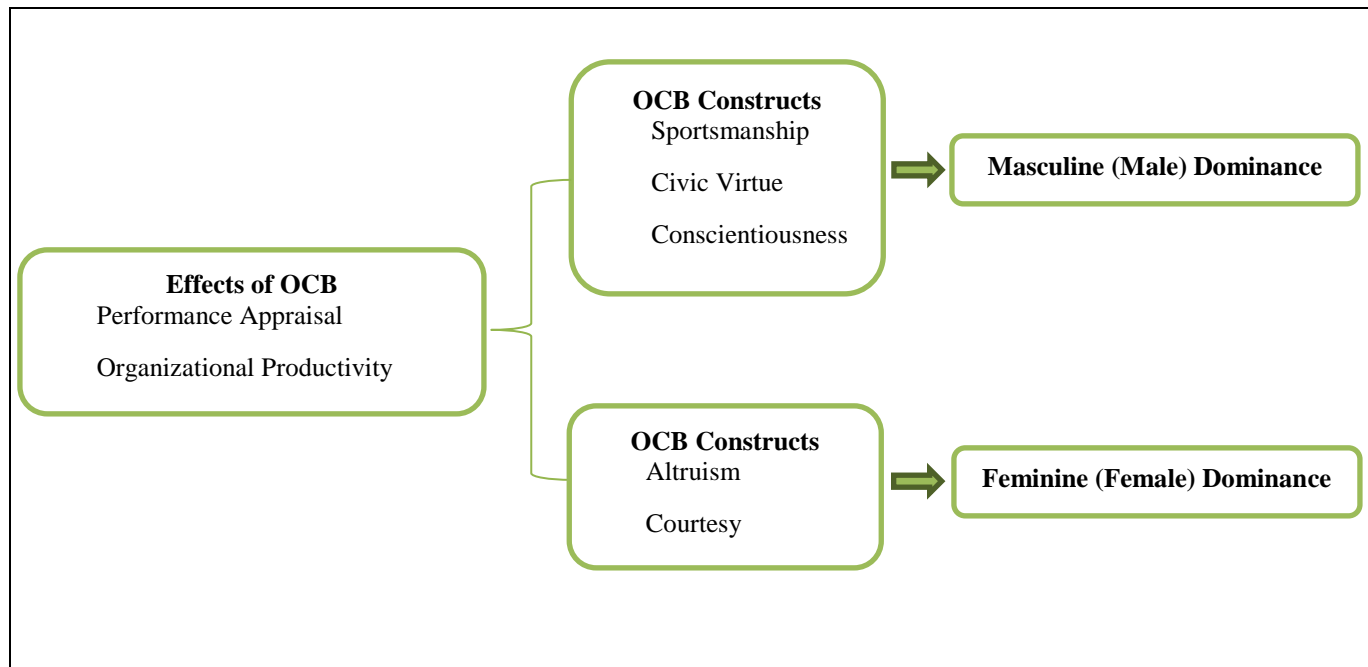
The gender role theory is also informed by the conceptions associated with femininity and masculinity (Twalib & Lukio, 2017). Therefore, using the gender role theoretical framework, Kidder (2002) noted that the five dimensions of organizational behaviors (altruism, civic virtue, courtesy, conscientiousness, and sportsmanship) can be described

and categorized based on the feminine/masculine perspective. Specifically, Kidder (2002) noted that the attribute of assisting co-workers (feminine altruism) was mostly associated with female employees while the trait of active engagement in the organizational political process (masculine civic virtue) was notably attributed to the male employees. However, using the gender role theory, the empirical insight based on the study by Twalib and Lukio (2017) noted that the altruistic tendency was not associated with female employees as opposed to male employees. The same study also confirmed the postulations of the gender role theory by observing the feminine dominance of courtesy and male supremacy on the OCB dimension of civic virtue (Twalib & Lukio, 2017).

2.5 The Post-Structuralism Feminist Theoretical Perspective of OCB

The post-structuralism feminist theoretical perspective is based on the foundation that the general knowledge on organizational citizenship behaviour (OCB) is gendered in nature (Kark & Twalib-Lukio, 2017). The implication is that based on the post-structuralism perspective of OCB, there are certain discretionary citizenship behaviours, which are dominated by specific gender orientation than others. In fact, the insight based on the empirical research by Kidder (2002) suggests that the post-structuralism OCB perspective tends to perpetuate masculine dominance and feminine subordination of certain citizenship behaviors. Figure 1 presents a conceptual framework that describes the post-structuralism feminist theoretical perspective of OCB.

Figure 2.1: Conceptual Framework of the Post-Structuralism Feminist OCB Theory



Source: Kark & Waismel-Manor (2005)

The conceptual framework depicting the post-structuralism feminist OCB perspective illustrates that there are two primary influences of organizational citizenship perspective. In the first place, due to its extra-role behavioral attribute, employees that exhibit various forms of OCB tend to have better individual performance appraisals (Kidder, 2012). Specifically, Nyariaeko (2018) explains that such employees tend to receive positive performance appraisals because they exert considerable effort and dedication beyond the organizational expectation. On the other hand, the conceptual framework based on the post-structuralism perspective also depicts that organizations with employees who exemplify OCB tend to be associated with greater level of productivity and financial performance (Twalib & Lukio, 2017). The key justification is that organizational citizenship behaviour is associated with greater teamwork, a sense of control, purpose, clarity in organizational roles as well as increased job performance due to the renewed job vigor (Kark & Waismel-Manor, 2005).

The post-structuralism feminist perspective of OCB also depicts that there exist specific gender stereotypes with respect to how gender roles influences organizational citizenship behaviors. The post-structuralism perspective of OCB tends to perpetuate the sportsmanship, civic virtue and conscientiousness dimensions of OCB as stereotypically male dominated (Nyariaeko, 2018). The implication is that most male employees are likely to be actively engaged in organizational political processes, sportsmanship (acceptance of the workplace situation and processes) and portray a considerable level of dedication towards attainment of the organizational goals (Kark & Waismel-Manor, 2005). On the other hand, the post-structuralism feminist perspective of OCB is also based on the premise that altruistic behaviors and courtesy are feminine dominated. Specifically, female employees are stereotyped to exhibit the art of helping co-workers without expecting any form of rewards. Moreover, based on the conceptual framework, female employees tend to exhibit courtesy (concern for co-workers) when engaging with their colleagues in the workplace.

2.6 The Post-Liberal Theoretical Perspective of OCB

The post-liberal theoretical perspective of organizational citizenship behaviour is based on the premise that OCB attributes are gender-neutral (Lorber, 2001). The gender-neutral post-liberal theoretical perspective is in sharp contrast to the post-structuralism feminist view, which suggests that gender stereotypes and gender orientations have a considerable influence and association with the various dimensions of OCB. The post-liberal view of OCB notes that gender differences (altruistic tendencies for female and civic virtue for male) are historically and socially constructed based on the foundation of the gender role

theory. In essence, according to Nyariaeko (2018), the gender variations in terms of the OCB dimensions assumed by males and females are perpetuated based on the masculine/feminine power relations. The insinuation based on the post-liberal view of OCB is that social processes and existing power relations have a considerable effect in creating and sustaining the observed gender variations (Motowidlo, 2000). The gendered orientation propagated by the post-liberal perspective of organizational citizenship behavior is based on the premise that both male and female are the same when it comes to integrating the various dimensions of OCB in the workplace setting (Twalib & Lukio, 2017).

The theoretical insight based on the post-liberal perspective of organizational citizenship behavior implies that all the five aspects of OCB can be acquired by either gender. Therefore, contrary to the gender role and the post-structuralism perspective of OCB, altruistic and courteous behaviors can be common among male while sportsmanship, conscientiousness and possession of civic virtue can also be predominantly practiced by females (Clarke, 2016). The gender-neutral perspective propagated by the post-liberal view is explained by the fact that the gender differences based on the gender role theory and the post-structuralism perspective are socially created and maintained through existing power relations (Kark & Waismel-Manor, 2005).

2.7 Empirical Literature on Gender and OCB

This section of the systematic literature review presents the outcome of relevant empirical studies with respect to the influence of gender orientations on performance of organizational citizenship behaviors (OCB). The review of empirical literature is based on five research studies, which were done in Kenya and abroad. The focus of empirical

literature is guided by attainment of the primary objective and/or research question for this study, which seeks to ascertain the influence of gender profile on the performance of OCB at Co-operative Bank of Kenya headquarters.

2.7.1 The Influence of Gender on Performance of Organizational Citizenship Behavior

The research study by Twalib and Lukio (2017) employed a qualitative design approach by designing a self-administered questionnaire, which was subjected to a sample of 80 employees ($N = 200$; $n = 80$) of KPLC. The results of the stated empirical study established that gender profile had a considerable influence on OCB ($r = 0.409$; $p < 0.05$). The study noted that courtesy was more feminine oriented while civic virtues were mostly associated with male employees at Kenya Power (Twalib & Lukio, 2017). However, in contrast to the findings by Kidder (2002), the study by Twalib and Lukio (2017) found no evidence that altruism was feminine dominated and the sportsmanship was associated with a greater majority of male employees compared to the female staffs.

The empirical research study by Kidder (2002) sought to evaluate the extent of association between gender and organizational citizenship behaviour within the organizational setting. The study by Kidder (2002) was grounded on the gender role theory and postulates that there is a considerable link between gender profile and performance of gender-congruent organizational citizenship behavioral constructs. In fact, using the outcome based on the qualitative and quantitative research design, Kidder (2002) found that altruism dimension of OCB was mostly associated with female employees while the civic virtue was mostly male-dominated.

The research study by Kark and Waismel-Manor (2005) also sought to assess the impact of organizational citizenship behavior on gender and its implications for employee performance appraisals and corporate productivity. Using the insight drawn from the systematic review design, Kark and Waismel-Manor (2005) concurs with the findings of Kidder (2002) by noting that the compassionate and willing to assist behavioral attributes of female is associated with most female-dominated professions such as nurses where majority of the women are over-represented. On the other hand, due to their masculine nature, male employees are most likely to undertake tasks that require commitment, higher level of conscientiousness, sportsmanship and ability to integrate effectively in the organization's political processes through application of their civic virtues (Kark & Waismel-Manor, 2005).

The empirical research project that was undertaken by Clarke (2016) relies on qualitative surveys that were administered to a wide range of employees from various economic sectors. The study found that traditional gender ideological orientations had a considerable impact in predicting the performance of gender-congruent organizational citizenship behaviors (Clarke, 2016). Furthermore, based on the study design 2 and 3, Clarke (2016) found that gender congruent-organizational citizenship behaviors had a positive impact on employee performance, corporate productivity, perceptions on competence and general decisions on employee reward allocations within the organizational setting.

The empirical study that was conducted by Nyariaeko (2018) sought to assess the influence of OCB on casual employee performance in five Kenyan public universities. The study employed a qualitative research design in which primary questionnaires were

administered to a sample of 310 casual employees that work in five Kenyan public universities (University of Nairobi, Kenyatta University, JKUAT, Multimedia University and Co-operative University College). The study by Nyariaeko (2018) noted that all the five dimensions of organizational citizenship behavior have a considerable positive influence on the performance of casual employees in the five public universities. Furthermore, organizational work environment was also shown to have an important effect on how the five OCB constructs (altruism, civic virtue, courtesy, conscientiousness and sportsmanship) influence the employee performance productivity (Nyariaeko, 2018).

2.7.2 Summary of the Knowledge Gaps

Table 2.1 presents a summary of the empirical knowledge gaps based on the insight from the review of the five studies that ascertain the influence of gender on organizational citizenship behavior.

Table 2.1: Summary of the Knowledge Gaps Based on the Empirical Literature

Author	Research Topic	Research Findings	Knowledge Gaps
1. Kidder (2002)	The Influence of Gender on the Performance of Organizational Citizenship Behaviors.	The study noted that gender profiles had a considerable influence on execution of gender-congruent OCBs.	The study by Kidder (2002) fails to acknowledge how work environment mediates the influence of gender on performance of OCBs.
2. Kark & Waismel-Manor (2005)	Organizational Citizenship Behavior:	The study found that gender-based OCB	The study by Kark and Waismel (2005) does not

	What's Gender Got to Do with it?	attributes influence the choice and match to gender-dominated occupations.	describe how the five OCB constructs influence employee performance.
3. Clark (2016)	Gender and Organizational Citizenship Behavior: The Performance and Evaluation of Gender-Typed Organizational Citizenship Behavior.	Clark (2016) found that traditional gender stereotyped ideologies influence performance of gender-matched OCB roles. In addition, work environment mediates the influence of gender on execution of OCB roles.	The study by Clark (2016) fails to link how performance of gender-congruent OCB roles determines employee performance and productivity.
4. Twalib & Lukio (2017)	The Influence of Gender on Organizational Citizenship Behavior at Kenya Power	The study found that gender profile (orientations) has a significant positive association to performance of gender-congruent OCB roles.	The study does fails to acknowledge how organizational work environment mediates the association between gender profile and execution of OCB roles.
5. Nyarieko (2018)	Influence of Organizational	The insight based on Nyariaeko (2018)	The study fails to acknowledge the

	<p>Citizenship Behavior on Performance of Casual Employees in Public Universities in Kenya.</p>	<p>depicts that the five OCB constructs positively determined performance of casual employees in the Kenyan public universities.</p>	<p>importance of organizational culture and work environment on performance of gender-congruent OCBs.</p>
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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology of this study is pinpointed in this chapter. It gives an insight into the research design, target population, sample design, data collection, data analysis and presentation.

3.2 Research Design

The study was conducted through a descriptive cross-sectional survey. The design allowed the researcher to collect information from representatives of the population at one point in time and the findings for this study were generalized to the entire population. The survey method was also chosen for this study because it is an economical and effective way of studying large numbers of respondents since one is able to understand the population from a part of it. It is also applied in situations where respondents are uniquely qualified to give desired information this is expected to be the case for the Cooperative Bank of Kenya head office staff.

3.3 Target Population

The target population comprised of all Cooperative Bank of Kenya headquarters employees. The Cooperative Bank head office staff has a total of 200 employees who are distributed in five divisions namely, Finance division with 85 employees, loans with 84

employees, human resource development with 6 employees, marketing with 20 employees and procurement with 5 employees. This was a census study. The distribution of the population is presented in table 3.2

Table 3.2: Target Population

Management and Staff	Population size
Finance department	85
Loans	84
Human Resource Department	6
Marketing	20
Procurement	5
Total	200

Source: Cooperative Bank of Kenya Establishment (2019)

3.5 Data Collection

Primary data was used. A structured questionnaire was used to collect data as it allows for a large number of respondents to be contacted quickly, easily and efficiently. Additionally, it is a very reliable method for a study that focuses on the entire population. The questionnaire has three key sections; Section A covered general demographic information about the respondents, Section B assessed gender. Section C obtained data for organizational citizenship behavior. The questionnaires were distributed to the respondents presented through drop and pick methods. The respondents were expected to complete the questionnaires within one week. The data collection tool was accompanied

by an introductory letter which sought the respondents' co-operation and explained the purpose of the research.

3.6 Data Analysis and Presentation

Descriptive statistics such as mean, standard deviation, frequencies and percentages was used to summarize the data. Statistical Package for Social Scientists (SPSS) was utilized to help in analyzing the data. Simple linear regression analysis was used to determine the influence of gender on organizational citizenship behavior at the Co-operative Bank of Kenya.

Regression Equation:

$$Y = \beta_0 + \beta_1 X_1 \text{ Where}$$

Y= Organizational Citizenship Behavior

β_0 = constant (intercept)

β_1 = Regression coefficient

X_1 = Gender

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research looked into influence of gender on organizational citizenship behavior at cooperative Bank of Kenya headquarters. This section therefore presents findings based on the proposed methodology and procedures. The chapter comprised of the following sections; response rate, background information, gender, organizational citizenship behavior, regression analysis and discussion of results. The results were presented using tables and figures as shown below;

4.2 Response Rate

For the survey, out of the 200 questionnaires issued to the respondents, 152 were fully received back. The response rate for the research was as presented in Table 4.3 below

Table 4.3: Response rate

Response	Frequency	Percentage (%)
Returned	152	76.2%
Unreturned	48	23.8%
Total	200	100%

Source: Researcher (2020)

The output in Table 4.3 indicate a 76.2 % response rate. Thus the response rate was suitable for analysis as per Mugenda & Mugenda (2008) that a 70% response rate and above is good for analysis, making inferences and deductions

4.3 Demographic Characteristics

The researcher sought to establish basic attributes of the respondents such as gender, level of education, age bracket, duration in which the bank has been in operation and the department of work. Frequencies were computed and presented as shown in the section below;

4.3.1 Gender

The study sought to establish the gender composition of the employees working for the Cooperative Bank of Kenya

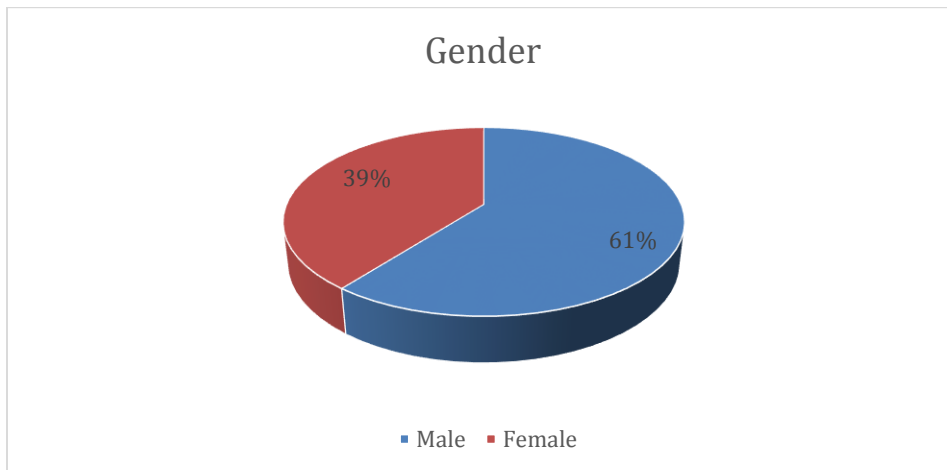


Figure 4.2: Gender

From the findings as illustrated in Figure 4.2 above, the majority (61%) were male while (39%) were female. Although there were more male employees than female, the composition meets the two thirds gender rule and thus acceptable.

4.3.2 Age Bracket of the Respondents

The research purposed to ascertain the age of the respondents. This was achieved by grouping the respondents into different age brackets. The findings were as presented in Figure 4.3 below

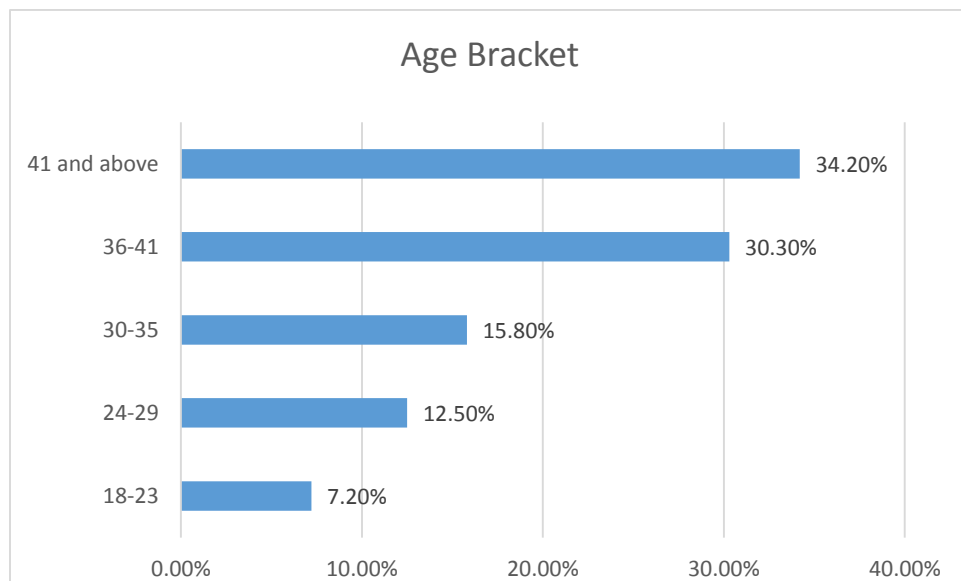


Figure 4.3: Age Bracket

The results, as shown in Figure 4.3 above reveals that majority of the employees are aged 41 years and above (34.20%) followed by those aged between 36-41 years (30.30%), then those whose ages range between 30-35 with 15.80%, last but not least, 12.50 for those aged between 24-29 while the least, 7.20% were aged between 18-23 years. From the results, it can be concluded that majority of the respondents were middle aged translating to experience and a good sign of sustainability for the organization.

4.3.3 Level of Education

The study resolved to establish the employee's level of education. The respondents were presented with various academic qualifications and asked to tick the highest academic achievement. The responses were as indicated in Figure 4.4 below;

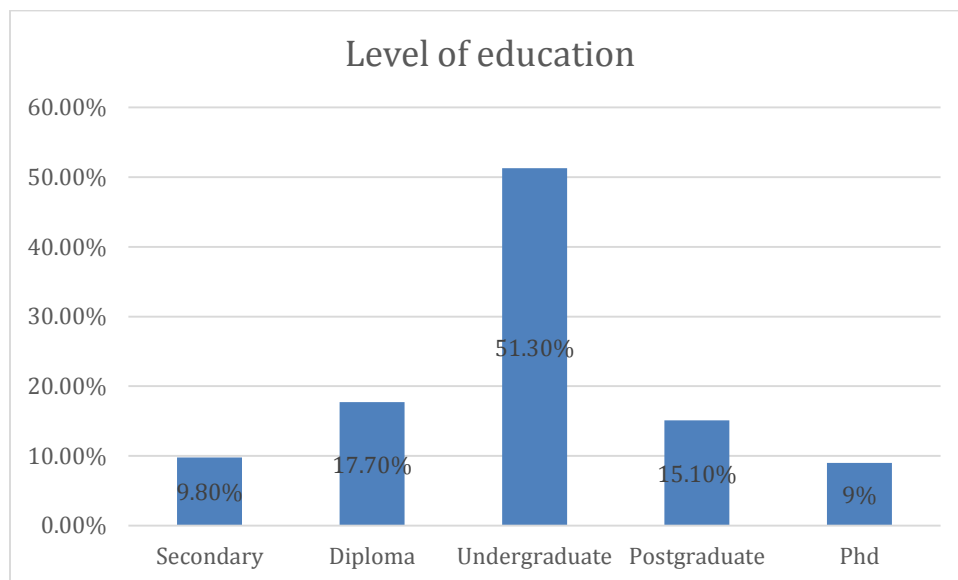


Figure 4.4: Level of Education

The results revealed that majority of the employees had earned undergraduate degrees (51.30%) followed by diploma (17.70%) then diploma (17.70%) while 9.80% and 9% had earned secondary and Phd degrees respectively. It can thus be concluded that the bank's employees are educated and therefore knowledgeable about their jobs translating to good service delivery and better performance

4.3.4 Duration Worked With the Organization

The study investigated the period in which the respondents had been working for the organization. The findings were as presented in Figure 4.5 below

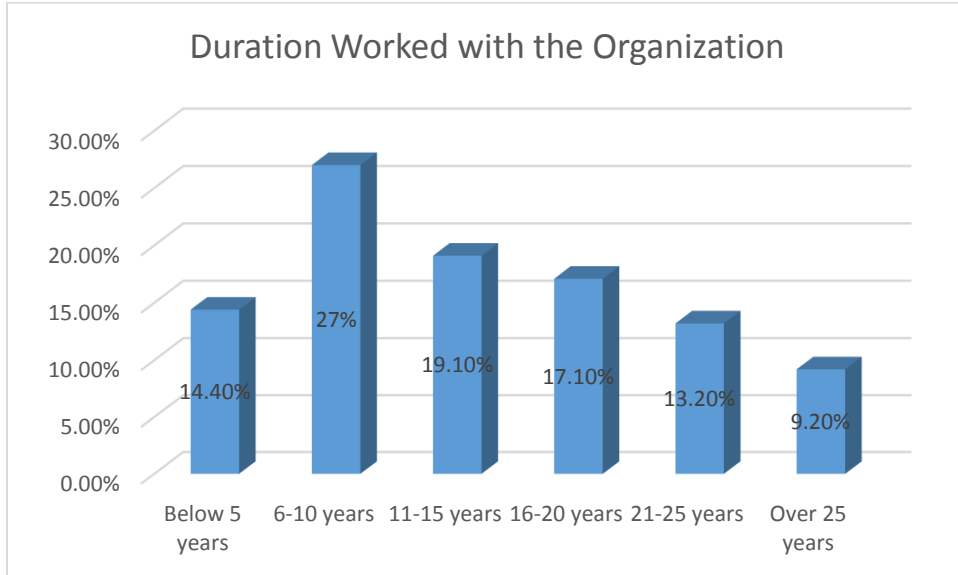


Figure 4.5: Duration worked in the organization

The scores from the above analysis depict a nearly uniform trend as to the period in which the respondents have been working for the organization. Apart from the majority, 27% who have been working for the organization for between 6-10 years, the gap between the other clusters was thin with 19.10%, 17.10%, 14.40%, 13.20% and 9.20% for those who have been employees of the organization for 11-15 years, 16-20 years, below 5 years, 21-25 years and over 25 years respectively. Therefore, it can be construed that employees have been in the organization for a reasonable time and exhibits diversity in terms of new knowledge and experienced personnel.

4.3.5 Department

Finally, the researcher evaluated the department in which the respondent was assigned.

The results were as shown in Table 4.6 below

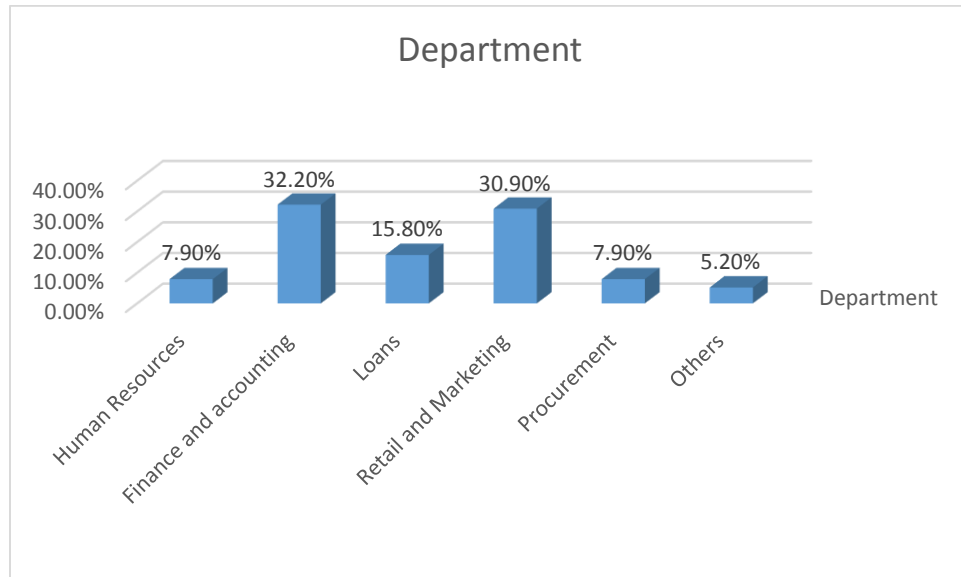


Figure 4.6: Department of Work

The researcher established that the majority of the respondents (32.20%) worked for the finance and accounting department closely 30.90% retail and marketing department. The loans department also recorded a relatively higher percentage (15.80%) while the procurement and human resources department recorded an equal percentage of 7.90%. Those found to be in other departments were 5.20% and this were identified as legal and cooperate affairs department just to mention a few. The significant number of employees were in the finance and accounting, retail and marketing and loans departments since this is where the core functions and operations of the bank lie.

4.4 Gender

The study sought to establish the extent to which gender influenced the execution of tasks and treatment of employees at the workplace which goes a long way to influencing organizational citizenship behavior. The respondents were presented with different attributes on gender adherence at Cooperative bank and asked to rate in a five point Likert Scale of 1-Strongly disagree, 2-Disagree, 3- Moderate, 4- Agree, 5- Strongly Agree.

Table 4.4: Gender

Statement	N	M	SD
Having a gender diverse workforce helps companies attract and retain talented women.	152	4.56	1.001
I believe that gender diverse workplaces have better financial outcomes than those dominated by one gender .	152	4.48	1.234
In my organization, people regularly turn to me to share ideas when making important decisions at work.	152	4.33	0.777
In my organization, women have equal opportunities to advance in their career as men.	152	4.03	1.212
Getting a job that I want or a promotion at my work place is mostly a matter of luck.	152	3.98	0.999
My organization has created a culture which is engaging and it allows both genders to freely interact and share helpful information, making them to work as a team hence improving their the output	152	3.97	0.965
My gender does influence my profession	152	3.96	0.986

I'm ready as an employee to go beyond the call of duty to do my role at work since I have enough time to do this.	152	3.24	1.352
I am happy with my current role at my work place.	152	3.04	0.965
In my organization, gender diversity is the topmost priority to all the stakeholders.	152	3.01	1.001
I like to do more challenging roles than my colleagues at the work place.	152	3.01	0.979
My manager's gender determines the extra role behavior at work.		3.00	1.132
Sometimes I feel that I don't have enough control over the direction my life is taking because of my gender.	152	2.98	0.966
Promotions are usually a matter of having a "sponsor" in the top management to create opportunities.	152	2.58	1.137
If I am not happy with a decision made by my boss, I have to do something about it.	152	2.55	0.898
Most employees, depending with their gender, have more influence on their supervisors.	152	2.34	0.661
In my organization females take a more nurturing and supportive role while giving the real authority in their office to the men.	152	2.22	0.986
Overall	152	3.39	1.013

From the results as depicted in Table 4.4 above, the respondents strongly agree that; having a gender diverse workforce helps companies attract and retain talented women (M- 4.56, SD- 1.001), gender diverse workplaces have better financial outcomes than those dominated by one gender (M-4.48, SD- 1.234), people regularly turn to me to share ideas when making important decisions at work (M-4.33, SD- 0.777), women have equal opportunities to advance in their career as men (4.03, SD- 1.212), Getting a job that I want or a promotion at my work place is mostly a matter of luck (M-3.98, SD- 0.999)

organization has created a culture which is engaging and it allows both genders to freely interact and share helpful information, making them to work as a team hence improving their the output (M- 3.97, SD- 0.965). The respondents also agree that gender does influence my profession (M-3.96, SD- 0.986) while most agree that they have been accorded platforms where someone 'wanted a man or a woman (M- 3.76, SD- 0.989).

Similarly, the majority of the respondents concur to a moderate extent that they were ready to go beyond the call of duty to do my role at work since they had enough time to do this (M- 3.24, SD- 1.532). The respondents were also hesitant as to whether they were happy with their current role at their work place (M- 3.04, SD- 0.965). Further, an equal proportion of the respondents were reluctant as to whether gender diversity was the topmost priority to all the stakeholders and that they like to do more challenging roles their colleagues at the work place as demonstrated by an equal mean of 3.01. Similarly, the respondents were neutral as to whether their manager's gender determines the extra role behavior at work (M- 3.00, SD- 1.132) while most were conservative as to whether sometimes they feel that they don't have enough control over the direction their life is taking because of their gender (M-9.76, SD- 0. 989).

However, the respondents disagreed with statements such as promotions are usually a matter of having a "sponsor" in the top management to create opportunities (M-2.58, SD- 1.137), If I am not happy with a decision made by my boss, I have to do something about it (M- 2.55, SD- 0.898), Most employees, depending with their gender, have more influence on their supervisors (M- 2.34, SD- 0.661) and in my organization females take a more nurturing and supportive role while giving the real authority in their office to the men (M- 2.22, SD- 0.986). The overall standard deviation was 3.39 implying that to some

extent, the organization observes the gender aspect in according opportunities and treatment of the employees.

4.5 Organizational Citizenship Behavior

The study sought to establish the extent to which organizational citizenship behavior was observed by the employees. The respondents were presented with various attributes on organizational citizenship behavior and asked to rate in a five point Likert Scale

Table 4.5: Organizational Citizenship Behavior

Statement	N	M	SD
I try very much to avoid problems with my co-workers	152	4.33	0.768
I do my duties without often reminders from my boss	152	4.32	0.921
I am one of the careful employees by ensuring that I strictly follow instructions and also, I abide by the protocols as well as keeping time	152	4.141	0.999
I believe of doing an honest work accompanied by an honest pay in a day	152	4.00	1.111
I help other co-workers who have a problem related to work willingly	152	3.99	0.916
I am quite updated with the organization information, announcements as well as memos	152	3.98	3.621
I keep myself updated with the changes that are happening in the organization	152	3.97	0.891
I strictly adhere with the policies and rules of the organization even when there is nobody to watch me	152	3.94	1.121
I am always ready and willing to offer a helpful hand to the co-workers who needs my assistance	152	3.77	0.964
I always help my colleagues who are absent	152	3.55	1.216

I attend meetings that are not mandatory, but important	152	3.45	0.782
I guide new employees even though I'm not their mentor	152	3.242	1.000
I always help my colleagues whose work load is heavy	152	3.23	1.031
I attend organizations which I am not supposed to as far as they help in improving the image of the company	152	3.01	1.236
I fail to take extra breaks	152	2.98	1.342
Average	152	3.727	1.195

The finding as demonstrated in Table 4.5 above reveal that the respondent exhibit high levels of organizational citizenship behavior. This was as demonstrated by the grand mean of 3.727 for all the attributes presented. Precisely, the majority agreed to a large extent with statements such as I try very much to avoid problems with my co-workers (M- 4.33. SD- 0.768), I do my duties without often reminders from my boss (M- 4.32, SD- 0.921), I am one of the careful employees by ensuring that I strictly follow instructions and also, I abide by the protocols as well as keeping time (M -4.141, SD- 0.999), I believe of doing an honest work accompanied by an honest pay in a day (M- 4.00, SD- 1.111), I help other co-workers who have a problem related to work willingly (3.99, SD- 0.916), I am quite updated with the organization information, announcements as well as memos (M-3.98, SD- 0.621), I keep myself updated with the changes that are happening in the organization (M- 3.97, SD- 0.891) and I strictly adhere with the policies and rules of the organization even when there is nobody to watch me (M- 3.94, SD- 1.121).

A significant proportion did not fully agree that always ready and willing to offer a helpful hand to the co-workers who needs their assistance (M- 3.77, SD- 0.964), that they always help their colleagues who are absent (M-3.55, SD, 1.216), that they attend meetings that are not mandatory, but important (M-3.45, SD- 0.782) and that they guide new employees even though they are not their mentors (3.242, SD- 1.000) . The respondents also had varied opinions as to whether they always help their colleagues whose work load is heavy (M- 3.23, SD- 1.031) and on attend organizations which they are not supposed to as far as they help in improving the image of the company (M- 3.01, SD- 1.236) . On the other hand, the majority disagreed that they do not take extra breaks (M-2.98, SD- 1.195). The average standard deviation of 1.195 shows that the variation among the responses was negligible.

4.6 Regression Analysis

Simple Linear regression analysis was performed to determine the association between the variables. For the research, the dependent variable was organizational citizenship behavior while the independent variable was gender. The model summary results were as shown in Table 4.6 below

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.331 a	.110	.104	.91564

a. Predictors: (Constant), Gender

The model summary results produced a coefficient of determination (R^2) value of 0.110. This implies that 11% of changes in organizational citizenship behavior at cooperative bank is explained by gender. The remaining percentage, 89%, is attributed to other factors not factored in the study.

Table 4.7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.504	1	15.504	18.493	.000 ^b
	Residual	125.759	150	.838		
	Total	141.263	151			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Gender

According to the ANOVA Table, the F calculated value was 18.493 and the p value was 0.000 at 95% confidence level indicating the overall significance and thus gender can be reliably used to predict organizational citizenship behavior at cooperative bank of Kenya headquarters. The significance of the model was further affirmed by F critical value of 3.94 which is less than the F calculated of 18.493.

Table 4.8: Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.398	.314		7.633	.000
Gender	.335	.078	.331	4.300	.000

a. Dependent Variable: Organizational Citizenship Behavior.

Further analysis as depicted in Table 4.8 shows that when all factors are held constant, organizational citizenship behavior stand at 2.398. The findings reveal that gender has a statistically significant impact on organizational citizenship behavior at Cooperative Bank of Kenya ($\beta = .335$, $t = 2.398$, $p < 0.000$). The finding implies that 33.5% changes in organizational citizenship behaviour is attributed to a unit change in gender. As per the SPSS version 23 generated output the equation for the relationship becomes:

$$Y = \alpha + \beta_1 X + e$$

$$y = 2.398 + 0.335X$$

Where X is the independent variable (Gender)

Y is the dependent variable (Organization citizenship behaviour)

e is the error term

α is the error term

4.7 Discussion of the Findings

This section provides a comprehensive discussion of survey findings based and draws a link with the existing literature. The study obtained varied views on the manner in which gender influences the behavior, attitude, actions and treatment of employees at cooperative bank. While the majority of the respondents strongly concurred with attributes such as having a gender diverse workforce helps companies attract and retain talented women, gender diverse workplaces have better financial outcomes than those dominated by one gender, people regularly turn to me to share ideas when making important decisions at work and women have equal opportunities to advance in their career as men, others were hesitant as to whether they were ready to go beyond the call of duty to do my role at work since they had enough time to do this and that they were with their current roles at work place. The respondents were also not certain if gender diversity was the topmost priority to all the stakeholders.

The respondent's failure to agree with statements such as promotions are usually a matter of having a "sponsor" in the top management to create opportunities shows that merit and hard work was a key consideration for career progression at the bank. It also came out clear that there was no avenue for employees to express the unwarranted decisions made by their bosses. Gender, was also found to have no impact on the relationship with supervisors.

The above findings agree with Twalib & Lukio (2017) that both male and female are the same when it comes to integrating the various dimensions of OCB in the workplace setting. Nonetheless, the findings found to be in contrast with Koenig and Eagly (2014) that there are activities, emotions and careers that are best suited for one sex over the

other sex. The findings also disagree with the proponents of the gender role theory that gender orientation as either males or females tend to assume different recognized roles within the social system and individuals classified based on their gender profile are generally judged based on the stated social expectations (Kark & Waismel-Manor, 2005) as the bank offers equal opportunities and roles regardless of gender based on the findings. The results also rule out assertions by Kidder (2002) that the attribute of assisting co-workers (feminine altruism) was mostly associated with female employees while the trait of active engagement in the organizational political process (masculine civic virtue).

As to the practice of the organizational citizenship behavior at Cooperative Bank the study established that the respondents take precautions to avoid problems with other workers. The study respondents were also found to execute their tasks with minimum requests from bosses. The study further established that most employees for were scrupulously to protocol or keeping precisely to working hours, this was attributed to the nature of the industry which demand strict adherence to operating procedure and timeliness. Similarly, the respondents were found to keep track of communication as the majority read and keep up with organization announcements,. Last but not least, the employees were found to keep abreast of changes in the organization. Finally, the respondents were found to respect company policies and rules even when no one is watching, this findings agreewith Mostafa (2017) that employee organizational citizenship is more of the relationship-bound on the employee's view of the organization and the existing relationship and sense of belonging held by the employee apart from the

role-based perspective that binds the employee on a performance-based relationship to the organization.

The study found that there exists a statistically significant association between gender and organizational citizenship behavior as shown by the regression analysis findings. The findings were in line with Kidder (2002) was that there is a considerable nexus between gender profile and performance of gender-congruent organizational citizenship behavioral constructs. The finding was also in tandem with Clarke (2016) that gender congruent-organizational citizenship behaviors had a positive impact on employee performance, corporate productivity, perceptions on competence and general decisions on employee reward allocations within the organizational setting.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECCOMENDATIONS

5.1 Introduction

The chapter covers the summary, conclusion, recommendations, limitations and suggestions for further studies

5.2 Summary of the Findings

The study's objective was to determine the influence of gender on organizational citizenship behavior at Cooperative bank Kenya headquaters. The study used primary data to make inferences. The demographic characteristics findings show that most the employees were male, however, the gender parity ration was insignificant. The results also show that majority of the respondents were educated with most having earned undergraduate degrees. Further, the bio data reveals that there was diversity on the period on which the employees had worked for the organization, with the majority having worked for the organization for a considerable time frame depicting the ability to acquire new knowledge and leverage on experience. Further, most of employees were found to be assigned to the finance and accounting department, loans and sales and marketing departments as this three run the core functions of the bank.

On gender, the majority of the respondents strongly concurred with attributes such as having a gender diverse workforce helps companies attract and retain talented women, , people regularly turn to me to share ideas when making important decisions at work and women have equal opportunities to advance in their career as men, others were hesitant as to whether they were ready to go beyond the call of duty to do their role at work since they had enough time to do this and that they were with their current roles at work place.

The respondents were also not certain if gender diversity was the topmost priority to all the stakeholders. The respondent disagreed with statements such as promotions are usually a matter of having a “sponsor” in the top management to create opportunities shows that merit and hard work was a key consideration for career progression at the bank. It also came out clear that there was no avenue for employees to express the unwarranted decisions made by their bosses. Gender, was also found to have no impact on the relationship with supervisors

As to the extent to which organizational behavior had been achieved, the majority agreed to a large extent with statements such as I try very much to avoid problems with my co-workers, I do my duties without often reminders from my boss , I am one of the careful employees by ensuring that I strictly follow instructions and also, I abide by the protocols as well as keeping time , I believe of doing an honest work accompanied by an honest pay in a day , I help other co-workers who have a problem related to work willingly , I am quite updated with the organization information, announcements as well as memos , I keep myself updated with the changes that are happening in the organization and I strictly adhere with the policies and rules of the organization even when there is nobody to watch me .A significant proportion did not fully agree that they are always ready to support others attend meetings that are not guarantee, but important and that they guide new employees even though they are not their mentors. However, most disagreed that they do not take extra breaks

On Regression results, the coefficient of determination value of 0.11 implies that up to 11% of the variation in organizational citizenship behavior is attributed to gender. ANOVA findings show that the model was statistically significant as evidenced by a p

value of 0.000 meaning gender can reliably be used to predict organizational citizenship behaviour. The model's significance was further affirmed by the F calculated value of 18.496 which is more than the F critical value of 3.94.

5.3 Conclusions

The study established a significant association between gender and organizational citizenship behavior. The positive impact of gender is a motivating factor for firms seeking to expand their financial undertakings and realize growth. The study concludes that both men and women have the same workplace experience at cooperative bank and that the bank has set measures that ensure that the employees' quality of work life and career outcomes is not influenced by their gender. Kidder (2002) suggests that the attribute of assisting co-workers (feminine altruism) was mostly associated with female employees while the trait of active engagement in the organizational political process (masculine civic virtue) was notably attributed to the male employees. The current study does not support these idea but rather proposes that that both genders can engage in any role and that the notion of gender stereotyping is long overdue

5.4 Recommendations

The study recommend that the managers and shareholders of companies that are yet to implement gender diversity in their workforce should engage in it so as to realize organizational citizenship behavior among employees translating to higher profitability and thus survival in the highly dynamic business environment. The study suggests that the Kenyan government should implement workplace policies to enforce gender inclusivity and that accord equal treatment and opportunities for all genders.

5.5 Suggestions for Further Research

Further studies should be executed to test and validate the research findings using the qualitative approach to ascertain if the same findings hold. Studies should also be conducted on more potential predictors of organizational citizenship behavior since in this study 89% of organizational citizenship behavior remained unexplained. The same study can also be conducted using a wider population to include all Kenyan commercial banks.

To validate the findings, future studies should adopt other techniques of data analysis such as factor analysis, correlation analysis or chi-square to ascertain if the findings hold. The scope of the study should also be extended to other jurisdictions such as other sectors or industries in Kenya and East Africa.

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APPENDIX I: RESEARCH QUESTIONNAIRE

PART 1: DEMOGRAPHIC FACTORS

Please indicate your gender:

Male ()

Female ()

Indicate your age:

41 and over years ()

36 - 41 years ()

30 – 35 years ()

24 - 29 years ()

18 - 23 years ()

Indicate your highest education level

Undergraduate degree ()

Secondary level ()

Doctor of Philosophy (PhD) ()

Diploma level ()

How long have you worked with Cooperative Bank?

Below 5 years ()

- 6-10 Years ()
- 11-15 years ()
- 16- 20 years ()
- 21-25 years ()
- Over 25 years ()

SECTION TWO: GENDER

Rate the degree to which statements the matrix below applies to you using a scale of 1 to 5 where,

1= to a very less extent, **2**= to a less extent **3** = to a moderate extent, **4**= to a great extent **5**= to a very great extent. Please indicate the extent to which you agree with the following by ticking against each column.

Statement	1	2	3	4	5
1. My gender does influence my profession					
2. In my organization, gender diversity is the topmost priority to all the stakeholders.					
3. I am happy with my current role at my work place.					
5. Getting a job that I want or a promotion at my work place is mostly a matter of luck.					
6. In my organization, women have equal opportunities to advance in					

their career as men.					
7. Most employees, depending with their gender, have more influence on their supervisors.					
8. In my organization females take a more nurturing and supportive role while giving the real authority in their office to the men.					
9. Promotions are usually a matter of having a “sponsor” in the top management to create opportunities.					
11. In my organization, people regularly turn to me to share ideas when making important decisions at work.					
12. I’m ready as an employee to go beyond the call of duty to do my role at work since I have enough time to do this.					
13. I like to do more challenging roles than my colleagues at the work place.					
14. I believe that gender diverse workplaces have better financial outcomes than those dominated by one gender					
15. Having a gender diverse workforce helps companies attract and retain talented women.					
16. My organization has created a culture which is engaging and it allows both genders to freely interact and share helpful information,					

making them to work as a team hence improving their the output					
17. My manager's gender determines the extra role behavior at work.					
18. Sometimes I feel that I don't have enough control over the direction my life is taking because of my gender.					

SECTION THREE: ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Rate the degree to which the statements presented in the matrix below applies to you using a scale of 1 to 5 where, 1= to a very less extent, 2= to a less extent 3 = to a moderate extent, 4= to a great extent 5= to a very great extent.

Statement	1	2	3	4	5
1. I always help my colleagues whose work load is heavy					
2. I do my duties without often reminders from my boss					

3.I believe of doing an honest work accompanied by an honest pay in a day					
4.I keep myself updated with the changes that are happening in the organization					
5.I attend meetings that are not mandatory, but important					
6.I am always ready and willing to offer a helpful hand to the co-workers who needs my assistance					
7.I attend organizations which I am not supposed to as far as they help in improving the image of the company					
8.I am quite updated with the organization information, announcements as well as memos					
9.I always help my colleagues who are absent					
10.I help other co-workers who have a problem related to work willingly					
11.I try very much to avoid problems with my co-workers					
13.I fail to take extra breaks					
14.I strictly adhere with the policies and rules of the organization even when there is nobody to watch me					

15.I guide new employees even though I'm not their mentor					
16.I am one of the careful employees by ensuring that I strictly follow instructions and also, I abide by the protocols as well as keeping time					

Thank You