Adam & Even:

A critical analysis of gender differences in leadership across the dimensions of altruism, trust, reciprocity and organizational citizenship behaviors

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ABSTRACT

Research about gender and leadership has often attributed differences to the idea that women exhibit higher levels of risk aversion compared to men. This study moves beyond the concept of risk and focuses on characteristics and behaviors that inform day-to-day leadership interactions. By measuring organizational citizenship behaviors, altruism, trust and reciprocity, this study investigates gender differences in leadership on a variety of dimensions. Based on prior research, the results were predicted to show that women are more altruistic in everyday, less costly behavior, are ultimately less trusting and exhibit higher levels of reciprocity than men. Additionally, it was predicted that women and men would score higher on different types of organizational citizenship behaviors. Much of the differences between genders are institutionalized in organizational systems, and thus gender stereotypes currently play a large role in gender disparities. Both the internalization of these gender differences and the execution of behavior to conform to these gender roles in organizational life contribute to the gender differences in leadership positions. Investigation was conducted using an online survey to 110 student leaders of campus organizations at the University of Michigan. Although statistical analysis did not strongly confirm the hypotheses of difference, much of the predicted gender stereotypical results were represented, yet only slightly, in the data collected. It appears that a new generation in the workplace may not carry with them the strong gender stereotypes that previous generations adhere to.

INTRODUCTION

"But let me tell you, this gender thing is history."

       George H.W. Bush, 41st President of the United States

       The defined period of the feminist movement, during which women fought valiantly for the right to be viewed as equals, has come to a close. Over the past few decades, the focus on differences between men and women has shifted. Movement and social pressure towards gender equality has promoted the ideology that women are as capable as men, in all aspects. In some ways, however, this focus on absolute gender equality has damaged the progress of true gender equity. It is common sense that men and women are different in some very basic ways. Beyond clear anatomical differences, there are widely understood cultural and social expectations of gender roles. Particularly in the workplace, gender roles inform ideas of success and performance.

       Research to explain gender differences in leadership has frequently focused on the single aspect of risk aversion. It has been shown repeatedly that men take more risks and greater risks than women. This has been extrapolated to explain why more men are in leadership roles, particularly in business, where risk is looked upon as a benefit to the company. However, risk aversion is not the only gender difference that has contributed to the vast differential between leadership prevalence and performance.

       This study examines possible gender differences for multiple types of behaviors and beliefs: organizational citizenship behaviors, altruism, trust and reciprocity. Previous research has examined each of these dimensions individually. One of the contributions of this study is to examine these dimensions together. The analysis of the relationships between dimensions of beliefs and behaviors adds additional insight

about the impact gender has on performance and perception of performance. Although not all of these intersecting relationships were found to be statistically significant, they offer insight into other dynamics in the workplace, most notably the significance of generational identity. The intersection of gender and leadership in organizations is so ubiquitous throughout our daily interactions that it is seldom recognized. This paper examines the way gender expectations not only affect day-to-day organizational life, but also potentially play into our expectations of leadership.

LITERATURE REVIEW AND HYPOTHESES

Gender Differences in Leadership

Does the "glass ceiling" still exist? Why are the top ranks of management so heavily male-dominated? How are women acting differently in the workplace to try to move up in the organization? Questions such as these saturate the management literature and research on gender. In particular, a persisting question is, "what is keeping women as a group from reaching these [highest] ranks?" (Davidson & Cooper, 1992). Although women make up approximately half of the workforce and are now receiving about 6 in 10 college degrees, the progress to leadership positions remains bafflingly slow (Martinez, 1997; Jones, 2009). Women occupy only 15% of upper management positions, and the announcement of the new female CEO of DuPont recently brought the total of women CEOs of Fortune 500 companies to only 13 (Jones, 2009).

Recently, business literature has addressed the organizational benefits of including women in high-level leadership positions. One study found "at least indicative evidence that greater female representation in senior-management positions leads to –

and is not merely a result of – better firm quality and performance" (Deszo & Gaddis, 2007). Another article has suggested that companies including three or more women in high-level management positions "achieve higher scores for each criterion of organizational effectiveness than do companies with no women at the top" (Desvaux et al., 2008).

So then, why does the disparity in gender representation in top leadership positions remain so stark? The research trends about gender and leadership have been significantly evolving in the past two decades. There has been an ongoing debate, particularly in management research, regarding the existence of different leadership styles between men and women. Several prominent researchers published articles in the early 1990s concluding that there were no differences in leadership styles (Burke & Collins, 2001). Yet, this movement did not last long, as an equally prominent body of research began to emerge questioning this conclusion of no gender differences in leadership. Although researchers are now focusing on determining *what* differences exist, rather than *if* differences exist, there seem to be two overarching sticking points in this debate: the inherent challenges of researching gender and the significance of small differences. Much gender research is done by self-reporting, as this study has done. Although often proven to be an accurate method of data collection, self–reporting suffers from an apparent limitation on data reliability.

A large body of literature uses the difference in risk-taking between genders as an explanation for the greater success of men over women in high leadership positions. In the Psychological Bulletin review of gender differences in risk taking, the meta-analysis of 150 studies on the topic "clearly support[s] the idea that male participants are more likely to take risks than female participants" (Byrnes, Miller & Schafer, 1999). Many

articles cite this idea in the context of attempting to explain male prevalence (and dominance) in leadership positions in the workplace. For example, researchers have made such claims as asserting that since "indeed women choose less risky career paths, this can explain part of the gender gap unconditional on career choices" (Croson & Gneezy, 2004).

Risk aversion, however, cannot be the only factor contributing to the gender gap in representation of high-level business management. Another body of research, although not always focused on organizational contexts, has suggested that everyday behaviors are strongly affected by gendered stereotypes and expectations. For this study, the dimensions of altruism, trust, reciprocity and organizational citizenship behaviors are examined together, creating a breadth of dimensions representing such everyday behaviors. This study examines the relationship among these factors, as well, in order to bring light to the possibility of multiple factors contributing gender differences. As researchers draw attention to the complexity of issues creating the gender gap, employers can begin to adjust hiring practices and organizational evaluations to account for gender differences in multiple behaviors.

Altruism and Gender

Altruism, sometimes referred to as an "other focus," is defined as "helping behavior, implying sensitivity, especially to one's social environment" (Organ, 1988). Most research in the management literature affirms the existence of significant gender differences in altruistic behavior. It is important to note that altruistic behavior is informed by gender stereotypes to a large degree - women are expected to be both caring and nurturing, while men are expected to act heroic, and thus only engage in high-risk

helping behavior (Eagly & Crowly, 1986). There is also empirical evidence to show that women are perceived as more altruistic than men by observers (Seymour & Buscherhof, 1991; Stockard et al., 1988).

A large body of research has thus suggested that women are more altruistic than men. There is significant evidence that women are more likely to be helpful and to exhibit altruistic behaviors than men are (Anderson, 1993; Belansky and Boggiano, 1994; Eagly and Wood, 1991; George et al., 1998; Jha et al., 1997). Building upon this evidence, and adding to biological evidence, evolutionary evidence and sociological evidence that women are more altruistic than men, researchers have examined behavior in a multitude of situations and professional fields such as philanthropic giving, economic decision-making, and workplace interactions. The general conclusions from behavioral work find, "women are more socially-oriented (selfless) and men are more individually-oriented (selfish)" (Eckel and Grossman, 1998). Through the lens of gender stereotypes, this finding has an interesting consequence in that altruistic behaviors are seen as more feminine than masculine. Work-related altruism is thought to be less "optional" for women than for men (Heilman & Chen, 2005). This solidifies the perception that altruistic behaviors are more in-role for women then they are for men (Kidder & Parks, 2001).

Another growing body of research claims that the relationship between altruism and gender is more complex than previously explained. Proceeding from the premise that men and women are different, these researchers have identified different patterns of altruistic behavior based upon gender. For example, men and women favor different types of charities when giving money and are influenced by different factors (Andreoni, Brown & Rischall, 2003). It seems that, depending on situational circumstances and

social contexts, women and men have divergent preferences and priorities that inform their decisions of altruistic behavior. A few studies have found that women are more altruistic when it is expensive to be so, but men are more altruistic when there is little personal cost (Andreoni & Vesterlund, 2001). Men seem to be more extreme in their altruism preferences - either entirely selfish or entirely selfless - whereas women tend to exemplify more consistent, "equalitarian" behavior. This makes sense in the context of gender stereotypes where, as stated before, men are expected to engage in more heroic, high-risk helping than women (Eagly & Crowly, 1986). Graph 1 presents a graphical representation of this concept.

Graph 1: Gender differences in Altruism by Cost

FIGURE III
Average LEM Demand Curves ($m = 100$)
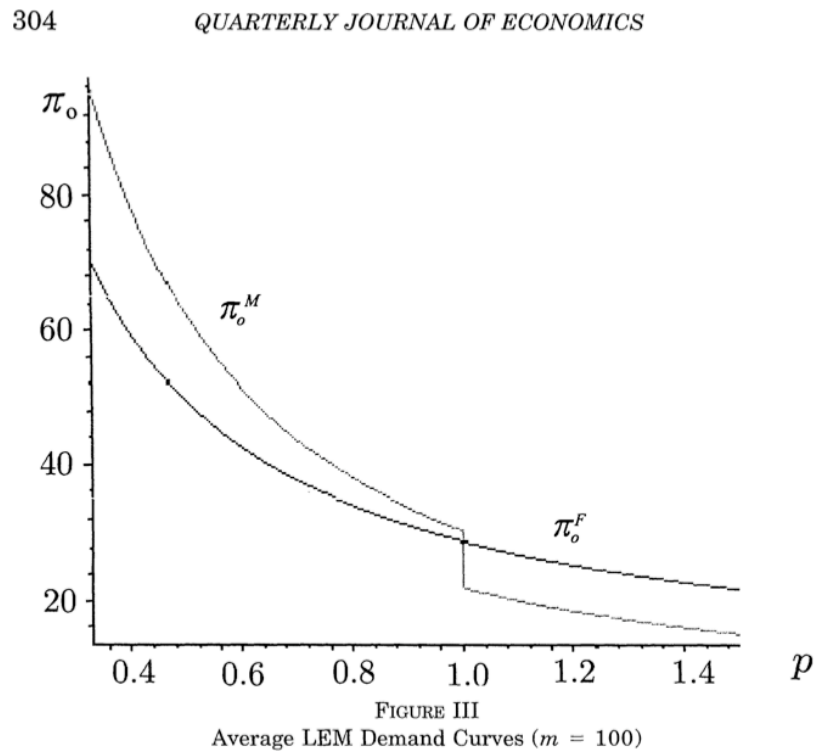
P: cost, Π_o: altruism, Π_o^M: Men, Π_o^F: Women
(Andreoni & Vesterlund, 2001, 304)

Therefore, this paper hypothesizes the following:

Hypothesis 1: Women exhibit higher levels of altruism on the costliest behaviors. Men exhibit higher levels of altruism on the less costly behaviors.

Trust and Gender

Although there is no universally accepted definition of trust, most researchers agree that it is a psychological state highlighted in social interactions (Kramer, 1999). Trust is characterized by the "undertaking of a risky course of action on the confident expectation that all persons involved in the action will act competently and dutifully" (Lewis & Weigert, 1985). When focusing on gender, there is a significant body of evidence proving that men are more trusting than women (Chaudhuri & Gangadharan, 2007). One explanation for this finding is that risk-averse women are less inclined to engage trusting behavior to the extent that it requires a measure of risk, and many studies have been able to find statistically significant evidence that this observation is also true (Croson & Gneezy, 2004). Accordingly, this paper hypothesizes the following:

Hypothesis 2: Women exhibit lower levels of trust than men.

Reciprocity and Gender

The principle of reciprocity is defined as when "a person does something of value for you without expecting anything immediately in return and perhaps without even knowing you, confident that down the road you or someone else will return the favor" (Putnam, 2000). Previous research has shown that generalized reciprocity contributes to more efficient exchanges, increased cohesion, and faster problem solving in

organizations. One way to quantify reciprocity is to measure, and subsequently analyze the relationship between, organizational inputs and outcomes, as this study has done.

The body of literature surrounding reciprocity and gender provides evidence that women exhibit higher levels of reciprocity. Analyses of social reciprocity have found that women show "strong evidence of positive reciprocity" in comparison to men (Chaudhuri & Gangadharan, 2002). Women are consistently found to show greater generosity in the receiver stage of economic games than men (Andreoni & Vesterlund, 2001; Eckel & Grossman, 1998). Therefore, this paper hypothesizes the following:

Hypothesis 3: Women exhibit higher levels of reciprocity than men.

Organizational Citizenship Behaviors and Gender

Organizational Citizenship Behaviors (OCBs) are defined as "behavior[s] that [are] discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate [promote] the effective functioning of the organization" (Organ, 1988). In other words, members of an organization (employees) must fulfill basic role requirements, in addition to engaging in behaviors beyond the role prescriptions (Katz & Kahn, 1978). If enough of these extra-role behaviors are practiced, the overall organization will see positive consequences.

Research on gender and OCBs stems from the assumption that gender informs organizational roles and thus, more specifically, gender roles affect the perception of in-role versus extra-role behavior (Kidder & Parks, 2001). This can be analyzed across the four dimensions of OCBs: altruism, courtesy, sportsmanship, and civic virtue. In a meta-analysis of OCB research, Kidder & Parks synthesized that citizenship behaviors of altruism and courtesy are more in-role for women, the "helping" dimensions. On the

other hand, citizenship behaviors of sportsmanship and civic virtue are more in-role for men, the "voice" dimensions. A critical analysis of the intersection of gender roles and exhibited OCBs suggests that organizations expect gender-congruent OCBs, which affects job roles, attitudes, and outcomes.

For this study, it is important to highlight how this expectation of gender-congruent OCBs, i.e., expecting women to be more altruistic and courteous when fulfilling their job role, informs perceptions of job performance. Supervisors may not "give females 'credit' for going beyond requirements that males in the same occupation would receive at performance appraisal time, and may penalize them if they do not perform these gender-congruent behaviors" (Kidder & Parks, 2001). Conversely, this idea would apply to men in the dimensions of sportsmanship and civic virtue. Thus, women are less likely to be rewarded for feminine OCBs than men, and men are less likely to be rewarded for masculine OCBs than women. The reverse is also true (that women are more likely to be rewarded for masculine OCBs than men and vice versa). According, this paper expects to observe the following:

> *Hypothesis 4: Women score higher on the altruism and courtesy dimension of OCBs. Men score higher on the sportsmanship and civic virtue dimensions of OCBs.*

Ultimately, this study is looking to find significant gender differences among the leaders studied. These differences will be a result of gender stereotypes and can be extrapolated to explain differences in positional leadership prevalence and success between men and women.

DATA & METHODS

Procedure

This study collected data through an online survey. The survey contained a total of 38 multiple-choice questions, 10 measuring altruism, 1 measuring trust, 8 measuring reciprocity, 16 measuring organizational citizenship behaviors, and 3 measuring demographic data. The categorical question sets are explained below. Before any distribution of the survey occurred, the University of Michigan Institutional Review Board reviewed and approved the survey. The survey was distributed by email to leaders of student organizations. All responses were collected over a period of 3 days. No risks or discomfort were anticipated from taking the survey. Participation was entirely voluntary; thus, there was no consequence for non-response and no direct benefit for response. All responses were kept completely confidential, and only general demographic questions were asked of participants (i.e. type of organization vs. name of specific organization).

Although the survey itself was sent to only the top leader for the organization or the executive member in charge of communication for the organization, the email invitation to participate encouraged them to pass along the survey to their full executive board. In order to maintain confidentiality of responses, there was no follow up from the invitations to participate. Thus, since there is no definitive measure of the dissemination of the survey, there can be no defined measure of response rate. For the purpose of this study, confidentiality of response was viewed as more important than defined response rate. This is further addressed in the discussion section.

Participants

      Participants in this study are student leaders of formal, registered organizations at the University of Michigan. There are approximately 1,100 student organizations registered at the University of Michigan Ann Arbor campus. Since each organization defines leadership roles and titles differently, there are not only 1,100 student leaders who serve as the single leader of the organization. Thus, for this study, the term student leaders encompassed executive board leadership of these organizations, a common structure for leadership boards at Michigan. The sample for this survey consisted of 110 student leaders. Survey respondents held leadership positions in many diverse types of organizations. 20% of respondents identified their organization as Greek, 18% as Service, 17% as Educational or Academic Interest, 15% as Student Government, 10% as Politically or Socially Active, 6% as Athletic, 3% as Art and Music, and 2% as International, Cultural or Religious. This left only 8% of respondents to identify the organizations that they led as Other. 84% of respondents currently are enrolled as undergraduate upperclassmen or older, with 45% seniors (and above) and 39% juniors. Only 14% are sophomores and 2% are freshmen. Approximately 46% of the respondents identified as male and 54% of the respondents identified as female.

Measures

      The survey questions measured self-reported altruism, trust, reciprocity and organizational citizenship behaviors. Each of these dimensions was chosen because it contributes to everyday leadership interactions. Thus, by examining the combined effect, this study aimed to gain a comprehensive understanding of the basis of leadership, which would then be compared on the basis of gender. These four concepts

were measured using modifications of already existing scales and questions that had been proven in previous literature.

i. Altruism

Altruism was measured with a shortened version of the Self-Report Altruism (SRA) scale determined by Rushton et. al. (1981). In order to make this scale more applicable to a university setting and to maintain the brevity of the survey, the original 20-item scale was reduced and modified to a 10-item version. The items were scored on a five-point frequency scale ranging from "never" to "very often." The SRA assessed concrete behaviors that coalesce to show a broad-based altruistic personality.

ii. Trust

Trust was measured using a one-question measure from the General Social Survey (GSS). The attitudinal survey questions created for and asked by the GSS are utilized frequently in other research, including by the Gallup Organization (Gallup, 2002).

iii. Reciprocity

Reciprocity was measured by a modified reciprocity index at a detailed level based on the indices validated by van Horn et. al. (2001). The 3 indices created by van Horn et.al. assessed reciprocal relationships of teachers by measuring specific investments and outcomes of the relationships with 3 separate stakeholders: students, colleagues and the school. For the purpose of surveying student leaders in this study, the questions that made up the indices were condensed and restructured to focus specifically on the reciprocal relationship between student leaders and other organization members. The

modification was modeled mostly on the student and colleague indices, since student leaders are seen as both mentors and peers by the members of their organization. The modification resulted in 4 investment questions and 4 outcome questions, congruent to one set of questions for one stakeholder in van Horn's data.

iv. Organizational Citizenship Behaviors

Organizational Citizenship Behaviors were measured by an adaptation of the version of statements used to identify the 5 main forms of OCB by Podsakoff et. al. (1990). Since OCBs center around workplaces, the statements were modified to reflect behaviors in a student organizational context. The largest differences that were reconciled to make the questions suit a student organization context were changing the language of workplace to organization and understanding that student organizations are nearly always a voluntary commitment. The final form of the survey measured altruism, sportsmanship, courtesy and civic virtue.

DISCUSSION OF RESULTS

Response Rate and Gender

Out of 110 total participants, 51 were men (approximately 46%) and 59 were women (approximately 54%). This response rate may confirm hypotheses from previous research that women have a higher response rate than men. However, we do not know the proportion of men and women in leadership organizations in the entire population of student organizations at the University of Michigan. Additionally, although the higher proportion of women responding to this survey does seem to align with other research, it may not be a result solely of gendered response rate. One

possible confounding explanation is the possibility that there are more women leaders than there are men leaders in student organizations. Considering that more women than men graduate with bachelors degrees each year from the University of Michigan – approximately 51% to 49% - it is logical that women leaders outweigh men leaders in this sample. The lack of information of the makeup of the overall population prevents us from concretely proving any conclusion about response rate.

As an overview, Table 1 displays the gender differences hypothesized to exist among student leaders and the results.

Table 1: Predicted Results vs. Actual Results

Hypothesis #	Behavior	Dimension	Prediction	Actual
1	Altruism	High cost	W>M	W=M
		Low Cost	W<M	W=M
2	Trust		W>M	W=M
3	Reciprocity		W>M	W=M
4	Organizational Citizenship Behaviors	Altruism	W>M	W>M
		Courtesy	W>M	W>M
		Civic Virtue	W<M	W>M
		Sportsmanship	W<M	W<M

Altruism and Gender

The results are inconclusive in regards to the connection between altruism and gender on almost every question asked. All of the questions for altruism were asked on a 5-point scale of how often respondents exhibited the altruistic behaviors (where 1: Never and 5: Very Often). Only one statement showed a statistically significant difference:

Statement 2: I have offered my seat in a crowded room or on a train or bus to someone who was standing.

Upon further examination, however, reading the statement apart from the other statements of altruistic behavior helps to bring to light a clear gender bias in this

statement. Offering up one's seat is socially constructed to be a gesture of courtesy often expected of men, but rarely expected of women. Thus, the significant gender differences in the responses to this statement can be attributed to the gendered nature of the statement itself and the gendered behavior it represents.   Some of the other statements can be interpreted as having slight gender bias. Table 2 shows the breakdown of statements that women scored higher versus those that men scored higher. Question 3, for example, which asks about helping another to move his possessions to a house, seems to be another slightly biased statement when separated from the rest of the questions in the measurement.

Table 2: Altruism Survey Question Breakdown: Higher Dimensions of Women vs. Men

Women	Men
Question 1: I have helped another with a homework assignment when my knowledge was greater than his or hers	Question 2: I have offered my seat in a crowded room or on a train or bus to someone who was standing.
Question 4: I have retrieved an item dropped by another for him or her (pencil, book, packages, etc.).	Question 3: I have helped another to move his or her possessions to another room, apartment, or house.
Question 6: I have helped carry another person's belongings (books, shopping bags, etc.).	Question 5: I have allowed someone to go ahead of me in a line (in a supermarket, during registration, etc.).
Question 7: I have delayed an elevator and held the door open for another.	Question 9: I have given money to someone who needed it (or asked for it).
Question 8: I have given someone directions.	Question 10: I have given another a ride in my car.

(See Appendix for full questionnaire)

When all of the scores were averaged to create a combined Altruism Score, overall, men exhibited slightly higher combined scores than women, scoring 3.76, while women scored 3.74, though this is not a statistically significant difference.

In order to determine dimensions of altruism that might carry gender differences, a factor analysis was performed.   Two main dimensions were found:

courtesy and costly help. Courtesy was the combined measures of questions 1, 7 and 8. Costly help was the combined measure of questions 9 and 10. From the existing literature, it would seem that men should score higher on behaviors of courtesy, which do not incur a significant cost, while women should score higher on behaviors of costly help. Again, no significant gender differences were found in the exhibition of these behaviors. In fact, this study found that women exhibited slightly higher levels of courtesy, while men exhibited slightly higher levels of costly help, as shown in Table 3.

Table 3: Altruism Scores

Question		Men	Women	Sig.
1	Mean	3.78	3.88	.526
	SD	.856	.745	
2	Mean	3.57	3.20	.050*
	SD	.964	.961	
3	Mean	3.65	3.41	.137
	SD	.820	.853	
4	Mean	4.18	4.34	.259
	SD	.713	.779	
5	Mean	3.24	3.36	.518
	SD	.916	.943	
6	Mean	3.43	3.56	.430
	SD	.878	.815	
7	Mean	4.20	4.32	.411
	SD	.825	.776	
8	Mean	4.06	4.08	.876
	SD	.785	.934	
9	Mean	3.39	3.15	.167
	SD	.940	.867	
10	Mean	4.10	4.05	.777
	SD	.922	.818	
Combined Average	Mean	3.76	3.74	.795
	SD	.509	.513	
Courtesy (1, 7, 8)	Mean	4.14	4.25	.413
	SD	.640	.688	
Costly Help (9, 10)	Mean	3.75	3.60	.305
	SD	.802	.655	

When all of the scores were averaged to create a combined altruism score, there was no significant difference between genders. Thus, altruism is a much more complex issue than proving a straightforward claim that one gender is more altruistic in a certain scenario than the other. If the questions themselves contain evidence of gender bias, the validity of the questions to objectively measure gender differences is uncertain. For the purpose of this study, the results imply the absence of statistically significant differences in altruistic behavior by gender, contrary to expectations.

Trust and Gender

Women and men exhibited almost exactly equal scores for trust. A score of 1 was coded to show the response that "People can be trusted," and a score of 2 was coded to show the response that "You can't be too careful." When the results where averaged, gender difference in the results of measurement of trust was not significant. In fact, men and women scored almost exactly the same, as shown in Table 4.

Overall, the respondents of this survey were a trusting group, with approximately 72% of all respondents indicating that they felt that "People can be trusted." This is a curious finding, considering that recent research has shown Americans to be a very untrusting group on the whole. A 2005 Gallup study, utilizing the exact same question wording, found that 45% of Americans would respond that "People can be trusted." However, it has been found that those who are more educated tend to be more trusting. The participants surveyed in this study are in the process of in the process of receiving a college degree. In the 2005 study mentioned previously, 55% of respondents with a college degree answered that "People can be trusted" (Lyons, 2005). The idea that education fosters trust in others, by providing resources, job opportunities and exposure

among other things, can possibly explain the highly positive trust measurements found in this study.

Moreover, trust was not found to be significantly correlated to any of the other variables measured in this study (altruism, reciprocity or organizational citizenship behaviors).

Table 4: Trust Scores

	Men	**Women**	**Sig.**
Mean	1.27	***1.28***	.988
SD	.451	.451	

Reciprocity and Gender

Although no statistically significant gender differences were found amongst the measurements of reciprocity, slight patterns of gender differences can be identified. Although findings were not statistically significant, women did self-report higher levels of reciprocity for all measures. These questions were measured on a scale of how much effort was put in (investment) and how much benefit respondents took away (outcome) from the organization. The scale used was a 4-point scale, with 1 indicating very little and 4 indicating very much. Statistical tests confirmed that the 4 questions utilized to measure investment were closely related measures, and the 4 questions utilized to measure outcome were closely related measures. Women reported contributing higher levels of investment in organizations. Women scored higher on average in 3 of the 4 survey questions that asked about investment. When the questions where averaged to create a total investment score, women reported slightly higher investment overall than men with a score of 3.20 compared to the average score of 3.14 for men, as shown in Table 5. Note that this is not statistically significant. Women also reported a higher

level of reciprocal outcomes in organizations. On the survey questions focusing on the dimension of reciprocal outcomes, women scored slightly higher on average in 2 of these 4 questions, while the averaged outcome score did not show significant gender differences.

Table 5: Reciprocity Scores

Question		Men	Women	Sig.
1	*Mean*	3.45	***3.46***	.970
	SD	.702	.709	
2	*Mean*	***3.33***	3.31	.835
	SD	.739	676	
3	*Mean*	2.84	***2.97***	.441
	SD	.809	.850	
4	*Mean*	2.94	***3.09***	.371
	SD	.835	.844	
Investment Score	*Mean*	3.14	***3.20***	.596
	SD	.586	.565	
5	*Mean*	***2.84***	2.83	.951
	SD	.817	.791	
6	*Mean*	3.24	***3.25***	.912
	SD	.716	.632	
7	*Mean*	3.30	***3.33***	.849
	SD	.789	.711	
8	*Mean*	3.61	3.61	.983
	SD	.603	.558	
Outcome Score	*Mean*	3.25	***3.26***	.982
	SD	.574	.524	
I/O Score (Give/Get)	*Mean*	.984	***.994***	.773
	SD	.194	.165	

The most comprehensive finding to show difference in reciprocal behaviors is the ratio between investment and outcome. The results showed that there is no gender difference in this ratio between investment and outcome measures of reciprocity. In fact, the scores were very centrally distributed. For a visual representation of the distribution of ratios, please see graph 2 on the next page.

Graph 2: Distribution of Reciprocal Measure of Investment/Outcome
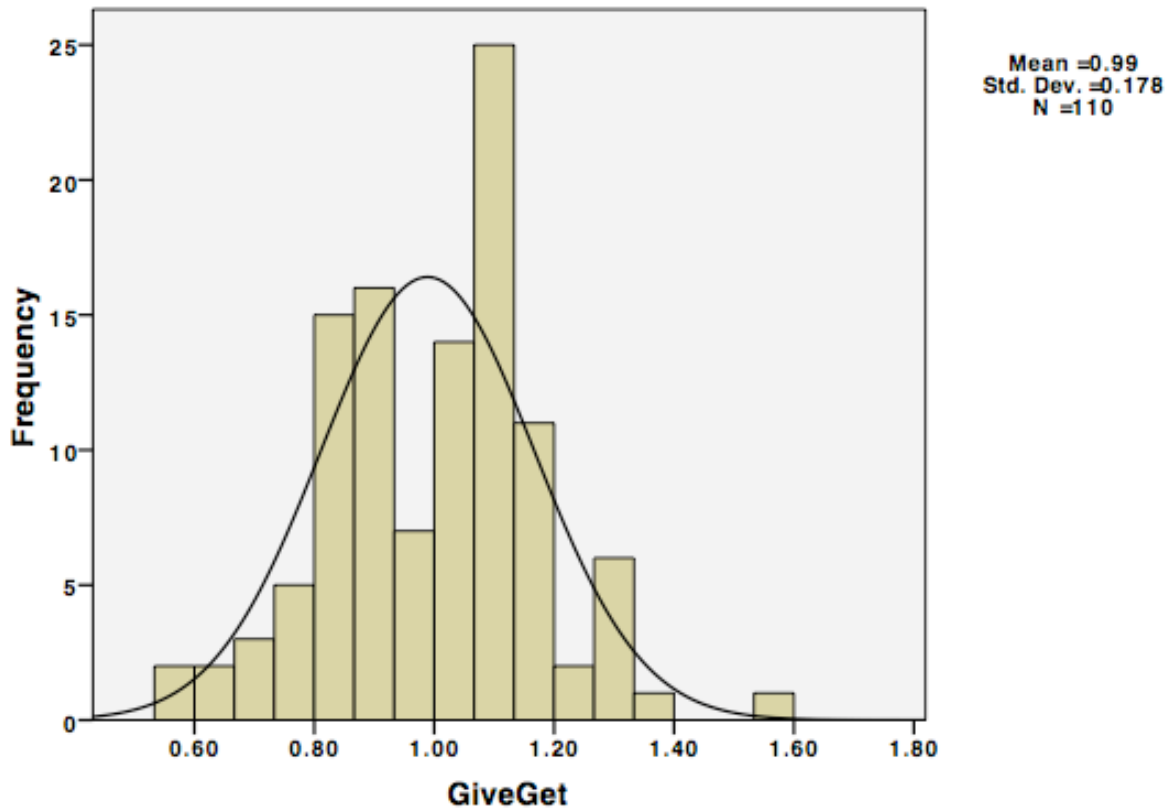
Organizational Citizenship Behaviors and Gender

Women reported slightly higher levels, though not statistically significant, of organizational citizenship behavior. Organizational citizenship behaviors were ranked on a 5-point scale of how often respondents engaged in the behavior in each question (where 1: Never and 5: Very Often). The overall composite score of organizational citizenship behaviors for women was 4.22 while men scored a 4.18. Scores on individual statements can be found in Table 6. Women scored higher on 3 out of the 4 dimensions of organizational citizenship behavior that made up the composite score (altruism, courtesy, sportsmanship, and civic virtue). The only dimension that men scored higher on was "sportsmanship," which aligns with findings from past literature.

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Table 6: Organizational Citizenship Behavior Scores

Question		Men	Women	Sig.
1	*Mean*	4.45	4.40	.314
	SD	.610	.560	
2	*Mean*	4.33	4.41	.261
	SD	.766	.531	
3	*Mean*	4.57	4.49	.266
	SD	.700	.573	
4	*Mean*	4.65	4.71	.248
	SD	.559	.456	
Civic Virtue Score	*Mean*	4.50	4.50	.487
	SD	.527	.378	
5	*Mean*	4.33	4.32	.468
	SD	.816	.690	
6	*Mean*	4.47	4.54	.295
	SD	.674	.571	
7	*Mean*	4.36	4.53	.072
	SD	.693	.537	
8	*Mean*	4.50	4.57	.254
	SD	.580	.500	
Courtesy Score	*Mean*	4.42	4.49	.229
	SD	.537	.448	
9	*Mean*	3.84	3.54	.037*
	SD	.834	.897	
10	*Mean*	3.43	3.61	.177
	SD	.922	1.07	
11	*Mean*	3.98	3.64	.034*
	SD	.905	.996	
12	*Mean*	3.22	3.47	.104
	SD	1.05	1.09	
Sportsmanship Score	*Mean*	3.62	3.57	.358
	SD	.623	.786	
13	*Mean*	4.27	4.40	.117
	SD	.532	.528	
14	*Mean*	4.35	4.44	.232
	SD	.627	.623	
15	*Mean*	4.20	4.22	.416
	SD	.775	.594	
16	*Mean*	3.98	4.14	.151
	SD	.836	.730	
Altruism Score	*Mean*	4.20	4.30	.134
	SD	.505	.473	
Total OCB Score	*Mean*	4.18	4.22	.316
	SD	.398	.370	

The gender differences on almost all questions measuring organizational citizenship behavior were not significant. However, two questions – 9 and 11 – showed statistically significant differences, which can be found in Table 6. Both of these questions measured the OCB dimension of courtesy, asking one if he or she spends a lot of time complaining about trivial matters and making mountains out of molehills. It is important to note that these questions, and the 2 other questions placed directly after them in the survey, were the only reverse coded questions. Therefore, this statistically significant difference may have been augmented by survey participants that did not fully pay attention to answering these questions the opposite way that they may have answered those right before.

Overall, the gender differences on organizational citizenship behaviors were very minimal. Women did score slightly higher on many questions and dimensions, but rarely much higher than men.

Additional Findings

i.   *Altruism and OCBs*

The altruism dimension of organizational citizenship behavior was significantly correlated to the measure of altruism for both men and women. This affirms that both measures of altruistic behavior were valid. As self-reported altruism increased, organizational citizenship behavior also increased (Men: correlation = .374 p < .01; Women: correlation = .494 p < .01).

The courtesy dimension of organizational citizenship behavior was significantly correlated to the composite altruism score for both women and men (men: correlation = .289 p < .05; women: correlation = .439 p < .01). This finding aligns with the notion

that women are found to be more altruistic when behaviors are less costly. Courtesy is marked by small gestures of respect or consideration for others, not by heroic acts of generosity. Thus, this finding confirms that women are more altruistic than men in day to day behaviors that are low cost. This also indicates that the courtesy and costly help measures of altruistic behavior were significantly correlated to this dimension. Thus, this assures us that the recalculated measure of courteous altruistic behaviors is significantly correlated to the courtesy dimension of organizational citizenship behaviors for both women and men.

The civic virtue dimension of organizational citizenship behavior was significantly correlated to the composite altruism score for women, but not for men (correlation = .333 p < .01). Civic virtue is considered one of the voice dimensions of organizational citizenship behavior, and this finding may be explained by the gender differences in how voice is utilized. The manner that men contribute ideas to meetings and partake in the process of work may be less altruistic than the way women do. The correlation between altruism and the organizational citizenship behavior dimension of sportsmanship was not statistically significant for men or for women. Sportsmanship behaviors are the other vocal dimension of organizational citizenship behavior. As this dimension focuses entirely on vocal support for others, it is logical that this is not considered altruistic in the way some other dimensions are.

ii.   *Reciprocity and OCBs*

The ratio of reciprocal investment to outcome is correlated with the civic virtue dimension of organizational citizenship behavior for men (correlation = .234 p < .05). For women, however, there was no similar correlation of this dimension. One

explanation for the lack of correlation between organizational citizenship behaviors and reciprocity for women can be explained by the existing expectation that women are more altruistic in their work related behaviors than men. This concept may dilute the strength of these measures of reciprocity and diminish any correlation between reciprocity and organizational citizenship behaviors.

CONCLUSION

The main finding of this study is that few differences in altruism, trust, reciprocity, or OCBS based on gender exist among student leaders. Some significant differences were found, such as on question 2 of altruism, the courtesy dimension of organizational citizenship behaviors, and the correlation between organizational citizenship behaviors and altruism. The gender differences that were observed were rarely statistically significant, as had been found in prior research.

The hypotheses were not supported in the following ways:

Hypothesis 1: Women exhibit higher levels of altruism on the costliest measures. Men exhibit higher levels of altruism on the less costly measures.
Women and men exhibited nearly equal levels of altruism, regardless of cost.

Hypothesis 2: Women exhibit lower levels of trust than men.
Women and men exhibited nearly equal levels of trust.

Hypothesis 3: Women exhibit higher levels of reciprocity than men.
Women and men exhibited nearly equal levels of reciprocity.

Hypothesis 4: Women score higher on the altruism and courtesy dimension of OCBs.

Men score higher on the sportsmanship and civic virtue dimensions of OCBs.

Women did score higher on altruism and courtesy, and men did score higher on sportsmanship. However, women scored higher on civic virtue and none of the differences were statistically significant based on gender differences.

Although the hypotheses were either supported or weakly supported, the findings are meaningful. The finding that men exhibit higher levels of (some) altruistic behavior than women speaks to the complexity of this type of behavior. Yet, it also highlights the gendered nature of the measurement utilized. Although the effectiveness of this measurement has been proven, and this study is not meant to doubt its quality, this paper discussed the various gendered interpretations of the statements being asked. Accordingly, this paper raised the question of whether altruism itself is a gendered concept.

Although many differences were not statistically significant, the affirmation of the hypotheses on the dimensions of altruism and some dimensions of organizational citizenship behaviors informally confirm the gender differences that this study was based upon. Women exhibit higher levels of altruism on the courtesy dimension and greater organizational citizenship behaviors on altruism, courtesy and civic virtue. This finding can reasonably be extrapolated to understanding the existence of gendered expectations in the workplace. Based on gender stereotypes, women may be expected to do altruistic favors for others so that they will be able to excel in the workplace – living up to the gender stereotypes – and thus scored the way that they did on these measures.

These results provide one possible insight into the gender disparity that permeates organizations.

Yet, as mentioned before, the results were not all statistically significant, and often only slightly significant if they were so. There are many possible explanations. To begin with, the survey was a voluntary study with no incentive for participation. The only apparent incentive would appear to be the psychological benefit of altruistically helping to increase general knowledge on this subject. Additionally, the sample of participants was drawn from a pool that was comprised solely of voluntary leaders of student organizations. All of the leaders surveyed hold leadership positions for which they receive no financial incentive, and often very little other recognition. All of these positions were transitional and temporary in nature in that they did not provide for future participation and involvement beyond graduation. Subtracting financial and career incentives from the picture perhaps changes the motivation for personal action and involvement and creates a different organizational environment. Although this study did not examine motivation, it can be assumed that at the core of voluntary leadership is a more altruistic foundation than in a profit organization or position. The concepts and ideas examined in this study can be extrapolated to behavior in a business environment, but they may not be as relevant in this voluntary and temporary organizational context.

Another possible explanation for the diluted results is the possibility that, in fact, these results speak to the lessened gender differences in today's young generation of leaders. The participants in this study were all undergraduate university students and, consequently, members of the millennial generation. This generation is just beginning to enter the workplace, and is not representative of the current generational

representation of leadership in business organizations. The majority of literature on the dimensions examined and gender differences in organizational leadership are focused on generations already actively engaged in the workplace. If this study had recruited participants from multiple generations, there would have been a more representative and diverse study population. Thus, had multiple generations of participants been included, the results may have showed starker differences between genders. Yet, none of the literature reviewed for this paper focused on the effects of age or generation of participants.

If this explanation holds any validity, it does give hope to the idea that differences in male and female leadership style and perception may not play into performance in newer generations as much as they have in older generations. This generation of leaders may truly be more equal and may hold similar viewpoints that are not as biased by gender as previous generations and previous research. Men may understand the importance of altruistic acts and reciprocity in order to be a successful leader. Women may comprehend the importance of in-role focus as much as extra-role focus of organizational citizenship behaviors and the generation as a whole may be much more trusting. Considering that the participants are all leaders at a student organization level, it is reasonable that many of them will continue on to hold leadership positions in their careers in the future. Thus, a new generation of leaders that exhibits less pronounced gender differences could have transformative effects on organizational structure, representation and leadership. Future research should take into account the generational and compositional skew of this study and attempt to incorporate multiple generations to affirm or deny this characteristic of the millennial generation.

This research, if nothing else, focused attention on the complexity of gender differences in an organizational leadership context. Stereotypes and expectations are based on much more than any single dimension of performance or behavior, and this study demonstrated the relevance of many such dimensions.

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APPENDIX

Appendix 1: Survey Questions

UNIVERSITY OF MICHIGAN

Start

Student Leadership Study: Informed Consent Form

Purpose of the research: To understand the effects of altruism, trust and reciprocity on exhibited organizational citizenship behaviors and leadership. This research will be used for scholarly purposes only. What you will do in this research: If you decide to participate, you will complete one survey. Some of the questions will be about your personal values. Others will be about the way that you act as a leader in your organization.

Time required: The survey will take less than 10 minutes to complete.

Risks: No risks or discomforts are anticipated from taking part in this study. If you feel uncomfortable with a question, you can skip that question or withdraw from the study altogether. If you decide to quit at any time before you have finished the questionnaire, your answers will not be recorded.

Benefits: There are no direct benefits. You will be contributing to knowledge about leadership in organizations.

Confidentiality: Your responses will be kept completely confidential. We will not know your IP address when you respond to the Internet survey, and you will be asked no identifying questions. When research results are reported, responses will be aggregated and described in summary.

Participation and withdrawal: Your participation is completely voluntary, and you may quit at any time. Contact: If you have questions or concerns about this research, please contact: Leslie Zaikis, Phone: (617) 688-1082, Email: lzaikis@umich.edu. You may also contact the faculty member supervising this work: Wayne Baker, Professor of Management & Organizations, Professor of Sociology; Phone: (734) 764-2306; Email: wayneb@umich.edu.

Please print or save a copy of this page for your records.

Part 1

PART 1

The first part of this survey asks you questions about yourself. Please indicate your response by selecting the choice that best describes you.

Alruism

I have helped another with a homework assignment when my knowledge was greater than his or hers.

Never	Rarely	Sometimes	Quite Often	Very Often
○	○	○	○	○

I have offered my seat in a crowded room or on a train or bus to someone who was standing.

Never	Rarely	Sometimes	Quite Often	Very Often
○	○	○	○	○

I have helped another to move his or her possessions to another room, apartment, or house.

Never	Rarely	Sometimes	Quite Often	Very Often
○	○	○	○	○

I have retrieved an item dropped by another for him or her (pencil, book, packages, etc.).

Never	Rarely	Sometimes	Quite Often	Very Often
○	○	○	○	○

I have allowed someone to go ahead of me in a line (in a supermarket, during registration, etc.).

Never	Rarely	Sometimes	Quite Often	Very Often
○	○	○	○	○

I have helped carry another person's belongings (books, shopping bags, etc.).

Never	Rarely	Sometimes	Quite Often	Very Often
○	○	○	○	○

I have delayed an elevator and held the door open for another.

Never	Rarely	Sometimes	Quite Often	Very Often
○	○	○	○	○

I have given someone directions.				
Never	Rarely	Sometimes	Quite Often	Very Often
○	○	○	○	○

I have given money to someone who needed it (or asked for it).				
Never	Rarely	Sometimes	Quite Often	Very Often
○	○	○	○	○

I have given another a ride in my car.				
Never	Rarely	Sometimes	Quite Often	Very Often
○	○	○	○	○

Trust

Generally speaking, would you say that most people can be trusted or that you can't be too careful in dealing with people?	
People can be trusted	You can't be too careful
○	○

Part 2

PART 2

The next set of questions ask you about your role as a leader in a student organization. Please keep this leadership role in mind when you answer each question.

What type of organization do you lead? Please choose the response that best describes your organization.
○ Service
○ Greek
○ Student Government
○ Art and Music
○ Politically or Socially Active
○ Educational or Academic Interest
○ Athletic
○ International, Cultural or Religious
○ Other

Reciprocity

How much effort do you invest in creating personal connections with members of your organization?			
Very Little	Some	Quite a Bit	Very Much
○	○	○	○

How much effort do you invest in motivating members of your organization?			
Very Little	Some	Quite a Bit	Very Much
○	○	○	○

How much effort do you invest in individually coaching members of your organization?			
Very Little	Some	Quite a Bit	Very Much
○	○	○	○

How much effort do you invest in preparing for meetings for your organization?			
Very Little	Some	Quite a Bit	Very Much
○	○	○	○

How much appreciation do members of your organization have for your work?			
Very Little	Some	Quite a Bit	Very Much
○	○	○	○

How much respect do members of your organization have for you?			
Very Little	Some	Quite a Bit	Very Much
○	○	○	○

To what extent do you feel supported by members of your organization?			
Very Little	Some	Quite a Bit	Very Much
○	○	○	○

How much satisfaction do you get from the personal growth of members of your organization?			
Very Little	Some	Quite a Bit	Very Much
○	○	○	○

OCB

PART 3

Continue to keep your leadership role and your student organization in mind. Please indicate the degree to which you demonstrate the behaviors in the following questions.

I attend meetings that are not mandatory, but are considered important				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I attend events that are not required of all members, but are considered beneficial to the organization				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I keep abreast of most changes within the organization				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I read and keep up with most organization announcements, emails and other communication				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I take steps to try to prevent problems between and amongst other members of my organization				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I am mindful of how my behavior affects other members of my organization				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I try to avoid creating problems for other members of my organization				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I consider the impact of my actions on other members of my organization				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I consume a lot of time complaining about trivial matters				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I often focus on what's wrong, rather than the positive side				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I have a tendency to make 'mountains out of molehills'				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I often find fault with what the organization is doing				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I am always ready to lend a helping hand to those around me				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I willingly help others who have problems related to the organization				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I help orient new members to the organization, even when it is not required				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

I help others who have heavy work loads for the organization				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
○	○	○	○	○

Demograhics

What year in school are you?			
Freshman ○	Sophomore ○	Junior ○	Senior (and above) ○

What is your gender?	
Male ○	Female ○

Appendix 2: Distribution of Survey Question Results

		What is your gender?		
		Male	Female	Total
I have helped another with a homework assignment when my knowledge was greater than his or hers.	Never	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Rarely	4 2.78 +1.22 66.67% 7.84%	2 3.22 -1.22 33.33% 3.39%	6 100% 5.45%
	Sometimes	13 12.52 +0.48 48.15% 25.49%	14 14.48 -0.48 51.85% 23.73%	27 100% 24.55%
	Quite Often	24 25.96 -1.96 42.86% 47.06%	32 30.04 +1.96 57.14% 54.24%	56 100% 50.91%
	Very Often	10 9.74 +0.26 47.62% 19.61%	11 11.26 -0.26 52.38% 18.64%	21 100% 19.09%
I have offered my seat in a crowded room or on a train or bus to someone who was standing.	Never	1 0.93 +0.07 50% 1.96%	1 1.07 -0.07 50% 1.69%	2 100% 1.82%
	Rarely	5 8.81 -3.81 26.32% 9.8%	14 10.19 +3.81 73.68% 23.73%	19 100% 17.27%
	Sometimes	18 18.08 -0.08 46.15% 35.29%	21 20.92 +0.08 53.85% 35.59%	39 100% 35.45%
	Quite Often	18 16.69 +1.31 50% 35.29%	18 19.31 -1.31 50% 30.51%	36 100% 32.73%
	Very Often	9 6.49 +2.51 64.29% 17.65%	5 7.51 -2.51 35.71% 8.47%	14 100% 12.73%

I have helped another to move his or her possessions to another room, apartment, or house.	Never	1 0.93 +0.07 50% 1.96%	1 1.07 -0.07 50% 1.69%	2 100% 1.82%
	Rarely	4 4.64 -0.64 40% 7.84%	6 5.36 +0.64 60% 10.17%	10 100% 9.09%
	Sometimes	11 16.69 -5.69 30.56% 21.57%	25 19.31 +5.69 69.44% 42.37%	36 100% 32.73%
	Quite Often	31 24.57 +6.43 58.49% 60.78%	22 28.43 -6.43 41.51% 37.29%	53 100% 48.18%
	Very Often	4 4.17 -0.17 44.44% 7.84%	5 4.83 +0.17 55.56% 8.47%	9 100% 8.18%
I have retrieved an item dropped by another for him or her (pencil, book, packages, etc.).	Never	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Rarely	0 0.93 -0.93 0% 0%	2 1.07 +0.93 100% 3.39%	2 100% 1.82%
	Sometimes	9 6.49 +2.51 64.29% 17.65%	5 7.51 -2.51 35.71% 8.47%	14 100% 12.73%
	Quite Often	24 21.79 +2.21 51.06% 47.06%	23 25.21 -2.21 48.94% 38.98%	47 100% 42.73%
	Very Often	18 21.79 -3.79 38.3% 35.29%	29 25.21 +3.79 61.7% 49.15%	47 100% 42.73%

				Total
I have allowed someone to go ahead of me in a line (in a supermarket, during registration, etc.).	Never	0 1.4 -1.4 0% 0%	3 1.62 +1.38 100% 5.08%	3 100% 2.75%
	Rarely	11 7.02 +3.98 73.33% 21.57%	4 8.12 -4.12 26.67% 6.78%	15 100% 13.76%
	Sometimes	21 22.46 -1.46 43.75% 41.18%	27 25.98 +1.02 56.25% 45.76%	48 100% 44.04%
	Quite Often	13 14.97 -1.97 40.63% 25.49%	19 17.32 +1.68 59.38% 32.2%	32 100% 29.36%
	Very Often	5 5.15 -0.15 45.45% 9.8%	6 5.95 +0.05 54.55% 10.17%	11 100% 10.09%
I have helped carry another person's belongings (books, shopping bags, etc.).	Never	1 0.46 +0.54 100% 1.96%	0 0.54 -0.54 0% 0%	1 100% 0.91%
	Rarely	6 4.64 +1.36 60% 11.76%	4 5.36 -1.36 40% 6.78%	10 100% 9.09%
	Sometimes	18 20.4 -2.4 40.91% 35.29%	26 23.6 +2.4 59.09% 44.07%	44 100% 40%
	Quite Often	22 19.94 +2.06 51.16% 43.14%	21 23.06 -2.06 48.84% 35.59%	43 100% 39.09%
	Very Often	4 5.56 -1.56 33.33% 7.84%	8 6.44 +1.56 66.67% 13.56%	12 100% 10.91%

				Total
I have delayed an elevator and held the door open for another.	Never	0 0.46 -0.46 0% 0%	1 0.54 +0.46 100% 1.69%	1 100% 0.91%
	Rarely	1 0.46 +0.54 100% 1.96%	0 0.54 -0.54 0% 0%	1 100% 0.91%
	Sometimes	10 6.95 +3.05 66.67% 19.61%	5 8.05 -3.05 33.33% 8.47%	15 100% 13.64%
	Quite Often	18 20.4 -2.4 40.91% 35.29%	26 23.6 +2.4 59.09% 44.07%	44 100% 40%
	Very Often	22 22.72 -0.72 44.9% 43.14%	27 26.28 +0.72 55.1% 45.76%	49 100% 44.55%
I have given someone directions.	Never	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Rarely	1 1.85 -0.85 25% 1.96%	3 2.15 +0.85 75% 5.08%	4 100% 3.64%
	Sometimes	11 11.59 -0.59 44% 21.57%	14 13.41 +0.59 56% 23.73%	25 100% 22.73%
	Quite Often	23 18.55 +4.45 57.5% 45.1%	17 21.45 -4.45 42.5% 28.81%	40 100% 36.36%
	Very Often	16 19.01 -3.01 39.02% 31.37%	25 21.99 +3.01 60.98% 42.37%	41 100% 37.27%

		0	1	Total
I have given money to someone who needed it (or asked for it).	Never	0 0.46 -0.46 0% 0%	1 0.54 +0.46 100% 1.69%	1 100% 0.91%
	Rarely	9 9.27 -0.27 45% 17.65%	11 10.73 +0.27 55% 18.64%	20 100% 18.18%
	Sometimes	20 22.72 -2.72 40.82% 39.22%	29 26.28 +2.72 59.18% 49.15%	49 100% 44.55%
	Quite Often	15 13.45 +1.55 51.72% 29.41%	14 15.55 -1.55 48.28% 23.73%	29 100% 26.36%
	Very Often	7 5.1 +1.9 63.64% 13.73%	4 5.9 -1.9 36.36% 6.78%	11 100% 10%
I have given another a ride in my car.	Never	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Rarely	3 2.78 +0.22 50% 5.88%	3 3.22 -0.22 50% 5.08%	6 100% 5.45%
	Sometimes	10 8.81 +1.19 52.63% 19.61%	9 10.19 -1.19 47.37% 15.25%	19 100% 17.27%
	Quite Often	17 21.33 -4.33 36.96% 33.33%	29 24.67 +4.33 63.04% 49.15%	46 100% 41.82%
	Very Often	21 18.08 +2.92 53.85% 41.18%	18 20.92 -2.92 46.15% 30.51%	39 100% 35.45%

Generally speaking, would you say that most people can be trusted or that you can't be too careful i...	People can be trusted	37 36.96 +0.04 46.84% 72.55%	42 42.76 -0.76 53.16% 71.19%	79 100% 72.48%
	You can't be too careful	14 14.04 -0.04 46.67% 27.45%	16 16.24 -0.24 53.33% 27.12%	30 100% 27.52%
What type of organization do you lead? Please choose the response that best describes your organizat...	Service	5 9.27 -4.27 25% 9.8%	15 10.73 +4.27 75% 25.42%	20 100% 18.18%
	Greek	10 10.2 -0.2 45.45% 19.61%	12 11.8 +0.2 54.55% 20.34%	22 100% 20%
	Student Government	8 7.88 +0.12 47.06% 15.69%	9 9.12 -0.12 52.94% 15.25%	17 100% 15.45%
	Art and Music	3 1.39 +1.61 100% 5.88%	0 1.61 -1.61 0% 0%	3 100% 2.73%
	Politically or Socially Active	5 5.1 -0.1 45.45% 9.8%	6 5.9 +0.1 54.55% 10.17%	11 100% 10%
	Educational or Academic Interest	10 8.81 +1.19 52.63% 19.61%	9 10.19 -1.19 47.37% 15.25%	19 100% 17.27%
	Athletic	5 3.25 +1.75 71.43% 9.8%	2 3.75 -1.75 28.57% 3.39%	7 100% 6.36%
	International, Cultural or Religious	0 0.93 -0.93 0% 0%	2 1.07 +0.93 100% 3.39%	2 100% 1.82%
	Other	5 4.17 +0.83 55.56% 9.8%	4 4.83 -0.83 44.44% 6.78%	9 100% 8.18%

		0	1	
How much effort do you invest in creating personal connections with members of your organization?	Very Little	0 0.47 -0.47 0% 0%	1 0.55 +0.45 100% 1.69%	1 100% 0.93%
	Some	6 4.72 +1.28 60% 11.76%	4 5.46 -1.46 40% 6.78%	10 100% 9.26%
	Quite a Bit	16 17 -1 44.44% 31.37%	20 19.67 +0.33 55.56% 33.9%	36 100% 33.33%
	Very Much	29 28.81 +0.19 47.54% 56.86%	32 33.32 -1.32 52.46% 54.24%	61 100% 56.48%
How much effort do you invest in motivating members of your organization?	Very Little	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Some	8 6.95 +1.05 53.33% 15.69%	7 8.05 -1.05 46.67% 11.86%	15 100% 13.64%
	Quite a Bit	18 20.86 -2.86 40% 35.29%	27 24.14 +2.86 60% 45.76%	45 100% 40.91%
	Very Much	25 23.18 +1.82 50% 49.02%	25 26.82 -1.82 50% 42.37%	50 100% 45.45%

		2	3	
How much effort do you invest in individually coaching members of your organization?	Very Little	2 2.32 -0.32 40% 3.92%	3 2.68 +0.32 60% 5.08%	5 100% 4.55%
	Some	15 12.98 +2.02 53.57% 29.41%	13 15.02 -2.02 46.43% 22.03%	28 100% 25.45%
	Quite a Bit	23 22.72 +0.28 46.94% 45.1%	26 26.28 -0.28 53.06% 44.07%	49 100% 44.55%
	Very Much	11 12.98 -1.98 39.29% 21.57%	17 15.02 +1.98 60.71% 28.81%	28 100% 25.45%
How much effort do you invest in preparing for meetings for your organization?	Very Little	2 1.87 +0.13 50% 3.92%	2 2.17 -0.17 50% 3.39%	4 100% 3.67%
	Some	13 11.7 +1.3 52% 25.49%	12 13.53 -1.53 48% 20.34%	25 100% 22.94%
	Quite a Bit	22 21.06 +0.94 48.89% 43.14%	23 24.36 -1.36 51.11% 38.98%	45 100% 41.28%
	Very Much	14 16.38 -2.38 40% 27.45%	21 18.94 +2.06 60% 35.59%	35 100% 32.11%

How much appreciation do members of your organization have for your work?	Very Little	2 1.4 +0.6 66.67% 3.92%	1 1.62 -0.62 33.33% 1.69%	3 100% 2.75%
	Some	15 16.84 -1.84 41.67% 29.41%	21 19.49 +1.51 58.33% 35.59%	36 100% 33.03%
	Quite a Bit	22 21.52 +0.48 47.83% 43.14%	24 24.9 -0.9 52.17% 40.68%	46 100% 42.2%
	Very Much	11 11.23 -0.23 45.83% 21.57%	13 12.99 +0.01 54.17% 22.03%	24 100% 22.02%
How much respect do members of your organization have for you?	Very Little	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Some	8 6.55 +1.45 57.14% 15.69%	6 7.58 -1.58 42.86% 10.17%	14 100% 12.84%
	Quite a Bit	22 25.27 -3.27 40.74% 43.14%	32 29.23 +2.77 59.26% 54.24%	54 100% 49.54%
	Very Much	20 19.18 +0.82 48.78% 39.22%	21 22.19 -1.19 51.22% 35.59%	41 100% 37.61%

To what extent do you feel supported by members of your organization?	Very Little	1 0.94 +0.06 50% 1.96%	1 1.09 -0.09 50% 1.69%	2 100% 1.85%
	Some	7 5.67 +1.33 58.33% 13.73%	5 6.56 -1.56 41.67% 8.47%	12 100% 11.11%
	Quite a Bit	18 20.78 -2.78 40.91% 35.29%	26 24.04 +1.96 59.09% 44.07%	44 100% 40.74%
	Very Much	24 23.61 +0.39 48% 47.06%	26 27.31 -1.31 52% 44.07%	50 100% 46.3%
How much satisfaction do you get from the personal growth of members of your organization?	Very Little	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Some	3 2.32 +0.68 60% 5.88%	2 2.68 -0.68 40% 3.39%	5 100% 4.55%
	Quite a Bit	14 15.3 -1.3 42.42% 27.45%	19 17.7 +1.3 57.58% 32.2%	33 100% 30%
	Very Much	34 33.38 +0.62 47.22% 66.67%	38 38.62 -0.62 52.78% 64.41%	72 100% 65.45%

I attend meetings that are not mandatory, but are considered important	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Neither Agree nor Disagree	3 2.34 +0.66 60% 5.88%	2 2.71 -0.71 40% 3.39%	5 100% 4.59%
	Agree	22 24.8 -2.8 41.51% 43.14%	31 28.69 +2.31 58.49% 52.54%	53 100% 48.62%
	Strongly Agree	26 23.86 +2.14 50.98% 50.98%	25 27.61 -2.61 49.02% 42.37%	51 100% 46.79%
I attend events that are not required of all members, but are considered beneficial to the organizat...	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	1 0.47 +0.53 100% 1.96%	0 0.54 -0.54 0% 0%	1 100% 0.92%
	Neither Agree nor Disagree	6 3.28 +2.72 85.71% 11.76%	1 3.79 -2.79 14.29% 1.69%	7 100% 6.42%
	Agree	19 23.86 -4.86 37.25% 37.25%	32 27.61 +4.39 62.75% 54.24%	51 100% 46.79%
	Strongly Agree	25 23.39 +1.61 50% 49.02%	25 27.06 -2.06 50% 42.37%	50 100% 45.87%

	Response	Col 1	Col 2	Total
I keep abreast of most changes within the organization	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	1 0.48 +0.52 100% 1.96%	0 0.56 -0.56 0% 0%	1 100% 0.94%
	Neither Agree nor Disagree	3 2.41 +0.59 60% 5.88%	2 2.78 -0.78 40% 3.39%	5 100% 4.72%
	Agree	13 17.8 -4.8 35.14% 25.49%	24 20.59 +3.41 64.86% 40.68%	37 100% 34.91%
	Strongly Agree	34 30.31 +3.69 53.97% 66.67%	29 35.07 -6.07 46.03% 49.15%	63 100% 59.43%
I read and keep up with most organization announcements, emails and other communication	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Neither Agree nor Disagree	2 0.95 +1.05 100% 3.92%	0 1.1 -1.1 0% 0%	2 100% 1.87%
	Agree	14 14.3 -0.3 46.67% 27.45%	16 16.54 -0.54 53.33% 27.12%	30 100% 28.04%
	Strongly Agree	35 35.75 -0.75 46.67% 68.63%	40 41.36 -1.36 53.33% 67.8%	75 100% 70.09%

I take steps to try to prevent problems between and amongst other members of my organization	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	2 1.43 +0.57 66.67% 3.92%	1 1.65 -0.65 33.33% 1.69%	3 100% 2.8%
	Neither Agree nor Disagree	5 4.29 +0.71 55.56% 9.8%	4 4.96 -0.96 44.44% 6.78%	9 100% 8.41%
	Agree	18 21.45 -3.45 40% 35.29%	27 24.81 +2.19 60% 45.76%	45 100% 42.06%
	Strongly Agree	26 23.83 +2.17 52% 50.98%	24 27.57 -3.57 48% 40.68%	50 100% 46.73%
I am mindful of how my behavior affects other members of my organization	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	1 0.48 +0.52 100% 1.96%	0 0.55 -0.55 0% 0%	1 100% 0.93%
	Neither Agree nor Disagree	2 1.91 +0.09 50% 3.92%	2 2.21 -0.21 50% 3.39%	4 100% 3.74%
	Agree	20 20.02 -0.02 47.62% 39.22%	22 23.16 -1.16 52.38% 37.29%	42 100% 39.25%
	Strongly Agree	28 28.6 -0.6 46.67% 54.9%	32 33.08 -1.08 53.33% 54.24%	60 100% 56.07%

I try to avoid creating problems for other members of my organization	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	1 0.47 +0.53 100% 1.96%	0 0.55 -0.55 0% 0%	1 100% 0.93%
	Neither Agree nor Disagree	3 1.89 +1.11 75% 5.88%	1 2.19 -1.19 25% 1.69%	4 100% 3.7%
	Agree	23 22.67 +0.33 47.92% 45.1%	25 26.22 -1.22 52.08% 42.37%	48 100% 44.44%
	Strongly Agree	23 25.97 -2.97 41.82% 45.1%	32 30.05 +1.95 58.18% 54.24%	55 100% 50.93%
I consider the impact of my actions on other members of my organization	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Neither Agree nor Disagree	2 0.94 +1.06 100% 3.92%	0 1.09 -1.09 0% 0%	2 100% 1.85%
	Agree	21 21.72 -0.72 45.65% 41.18%	25 25.13 -0.13 54.35% 42.37%	46 100% 42.59%
	Strongly Agree	27 28.33 -1.33 45% 52.94%	33 32.78 +0.22 55% 55.93%	60 100% 55.56%

I consume a lot of time complaining about trivial matters	Strongly Disagree	9 6.95 +2.05 60% 17.65%	6 8.05 -2.05 40% 10.17%	15 100% 13.64%
	Disagree	30 26.89 +3.11 51.72% 58.82%	28 31.11 -3.11 48.28% 47.46%	58 100% 52.73%
	Neither Agree nor Disagree	7 12.05 -5.05 26.92% 13.73%	19 13.95 +5.05 73.08% 32.2%	26 100% 23.64%
	Agree	5 4.17 +0.83 55.56% 9.8%	4 4.83 -0.83 44.44% 6.78%	9 100% 8.18%
	Strongly Agree	0 0.93 -0.93 0% 0%	2 1.07 +0.93 100% 3.39%	2 100% 1.82%
I often focus on what's wrong, rather than the positive side	Strongly Disagree	5 7.88 -2.88 29.41% 9.8%	12 9.12 +2.88 70.59% 20.34%	17 100% 15.45%
	Disagree	22 20.86 +1.14 48.89% 43.14%	23 24.14 -1.14 51.11% 38.98%	45 100% 40.91%
	Neither Agree nor Disagree	14 13.91 +0.09 46.67% 27.45%	16 16.09 -0.09 53.33% 27.12%	30 100% 27.27%
	Agree	10 6.95 +3.05 66.67% 19.61%	5 8.05 -3.05 33.33% 8.47%	15 100% 13.64%
	Strongly Agree	0 1.39 -1.39 0% 0%	3 1.61 +1.39 100% 5.08%	3 100% 2.73%

				Total
I have a tendency to make 'mountains out of molehills'	Strongly Disagree	16 12.52 +3.48 59.26% 31.37%	11 14.48 -3.48 40.74% 18.64%	27 100% 24.55%
	Disagree	22 22.25 -0.25 45.83% 43.14%	26 25.75 +0.25 54.17% 44.07%	48 100% 43.64%
	Neither Agree nor Disagree	9 10.2 -1.2 40.91% 17.65%	13 11.8 +1.2 59.09% 22.03%	22 100% 20%
	Agree	4 5.56 -1.56 33.33% 7.84%	8 6.44 +1.56 66.67% 13.56%	12 100% 10.91%
	Strongly Agree	0 0.46 -0.46 0% 0%	1 0.54 +0.46 100% 1.69%	1 100% 0.91%
I often find fault with what the organization is doing	Strongly Disagree	6 7.88 -1.88 35.29% 11.76%	11 9.12 +1.88 64.71% 18.64%	17 100% 15.45%
	Disagree	16 16.23 -0.23 45.71% 31.37%	19 18.77 +0.23 54.29% 32.2%	35 100% 31.82%
	Neither Agree nor Disagree	12 14.37 -2.37 38.71% 23.53%	19 16.63 +2.37 61.29% 32.2%	31 100% 28.18%
	Agree	17 11.13 +5.87 70.83% 33.33%	7 12.87 -5.87 29.17% 11.86%	24 100% 21.82%
	Strongly Agree	0 1.39 -1.39 0% 0%	3 1.61 +1.39 100% 5.08%	3 100% 2.73%

I am always ready to lend a helping hand to those around me	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Neither Agree nor Disagree	2 1.4 +0.6 66.67% 3.92%	1 1.62 -0.62 33.33% 1.69%	3 100% 2.75%
	Agree	33 30.88 +2.12 50% 64.71%	33 35.72 -2.72 50% 55.93%	66 100% 60.55%
	Strongly Agree	16 18.72 -2.72 40% 31.37%	24 21.65 +2.35 60% 40.68%	40 100% 36.7%
I willingly help others who have problems related to the organization	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Neither Agree nor Disagree	4 3.71 +0.29 50% 7.84%	4 4.29 -0.29 50% 6.78%	8 100% 7.27%
	Agree	25 23.18 +1.82 50% 49.02%	25 26.82 -1.82 50% 42.37%	50 100% 45.45%
	Strongly Agree	22 24.11 -2.11 42.31% 43.14%	30 27.89 +2.11 57.69% 50.85%	52 100% 47.27%

I help orient new members to the organization, even when it is not required	Strongly Disagree	1 0.47 +0.53 100% 1.96%	0 0.54 -0.54 0% 0%	1 100% 0.92%
	Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Neither Agree nor Disagree	5 4.68 +0.32 50% 9.8%	5 5.41 -0.41 50% 8.47%	10 100% 9.17%
	Agree	27 29.01 -2.01 43.55% 52.94%	35 33.56 +1.44 56.45% 59.32%	62 100% 56.88%
	Strongly Agree	18 16.84 +1.16 50% 35.29%	18 19.49 -1.49 50% 30.51%	36 100% 33.03%
I help others who have heavy work loads for the organization	Strongly Disagree	0 0 0 0% 0%	0 0 0 0% 0%	0 100% 0%
	Disagree	3 1.85 +1.15 75% 5.88%	1 2.15 -1.15 25% 1.69%	4 100% 3.64%
	Neither Agree nor Disagree	9 8.35 +0.65 50% 17.65%	9 9.65 -0.65 50% 15.25%	18 100% 16.36%
	Agree	25 25.5 -0.5 45.45% 49.02%	30 29.5 +0.5 54.55% 50.85%	55 100% 50%
	Strongly Agree	14 15.3 -1.3 42.42% 27.45%	19 17.7 +1.3 57.58% 32.2%	33 100% 30%

What year in school are you?				
	Freshman	1 0.94 +0.06 50% 1.96%	1 1.08 -0.08 50% 1.69%	2 100% 1.83%
	Sophomore	9 7.02 +1.98 60% 17.65%	6 8.12 -2.12 40% 10.17%	15 100% 13.76%
	Junior	15 20.12 -5.12 34.88% 29.41%	28 23.28 +4.72 65.12% 47.46%	43 100% 39.45%
	Senior (and above)	26 22.93 +3.07 53.06% 50.98%	23 26.52 -3.52 46.94% 38.98%	49 100% 44.95%
	Total	51 46.36% 100%	59 53.64% 100%	100% 100%