

INFLUENCE OF DEMOGRAPHIC CHARACTERISTICS OF EMPLOYEES UPON THEIR TENDENCY TO UNDERTAKE ORGANIZATIONAL CITIZENSHIP AND COUNTERPRODUCTIVE WORK BEHAVIOURS

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ABSTRACT

The paper discusses the influence of gender, age, education and type of position held upon employees' tendency to undertake organisational citizenship behaviour (OCB) and counterproductive work behaviour (CWB). Particularly in Polish literature the relations have not been examined or discussed sufficiently. The author's aim is to verify four hypotheses stating that the above-mentioned variables affect involvement of employees in OCB and CWB. Thus, the author used data obtained from an online questionnaire given to 535 respondents, who are active workers. The obtained results did not provide any grounds for rejection of the hypotheses.

Key words: organizational citizenship behaviour, counterproductive work behaviour, sex, age, education, work position

JEL codes: J290; D230

INTRODUCTION

The total of factors determining workers' tendency to undertake organizational citizenship behaviour (OCB) and counterproductive work behaviour (CWB) may be divided into subject-related (typical of every employee) or situation-related (not affecting an employee, but depending on or independent of an organization) [Cohen et al. 2013]. The first group distinguishes between biological and personality factors, which belong to most often considered conditions of organizational behaviour among workers. In this case, particularly much attention is devoted to the following variables [Appelbaum et al. 2005]: sex (women tend to show higher ethical standards and, thus, commit to CWB more rarely and more often in organizational citizenship behaviours); age (usually positively correlated

with OCB and negatively with CWB), education (the higher education of a worker, the lower his commitment to CWB and higher in OCB).

On the other hand, in relation to situation-related conditions, the literature most often considers types of positions held at work, i.e. a typically organizational variable. Researchers have proven that workers holding higher positions (white collar workers) tend to undertake CWB more rarely and OCB more often as compared to physical workers (blue collar workers) [Anjum and Parvez 2013].

Obviously, the above-mentioned relationships are not a standard and one can mention a lot of exceptions. For instance, it turns out that mobbing perpetrators are most often men at the age of 35–44, who have higher education [Boddy 2014]. Nevertheless, in the literature on the subject and, in particular, in Polish language,

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there is clearly no comprehensive research on influence of particular personality and organizational variables upon workers' tendency to commit to OCB and CWB.

Therefore, the author's aim is to verify the following hypotheses:

- H1: a respondent's sex affects his/her commitment to CWB and OCB;
- H2: a respondent's age affects his/her commitment to CWB and OCB;
- H3: a respondent's education affects his/her commitment to CWB and OCB;
- H4: a respondent's position held affects his/her commitment to CWB and OCB.

In order to accomplish the aim stated, the author will use results of an online questionnaire conducted in Poland in 2017 among a group of 535 active workers.

ORGANIZATIONAL CITIZENSHIP BEHAVIOURS

Positive behaviours at work are most commonly referred to as organizational citizenship behaviours (OCBs). Organ understood the behaviours as "individual and voluntary behaviours, not resulting directly and expressly from a formal system of incentives, but contributing to increase of effectiveness of functioning of an organization" [Organ 1988, p. 4]. There are numerous terms and definitions of the types of behaviours in literature (see e.g. Nerdinger et al. [2011]). Authors agree that they may be oriented on an organization (organizational-focused; OCB-O) or upon specific persons, who are internal or external stakeholders of an organization (individual-focused; OCB-I).

A starting point for research on OCB was a relationship between worker satisfaction and their effectiveness. Organ noticed that satisfaction does not affect effectiveness directly, but it is OCB that acts as an intermediary to the influence [Organ 1997]. In order to measure the behaviours Smith et al. [1983] used an instrument composed of 16 formulations divided into two categories. Organ [1988] added another three categories and, thus, OCB were composed of:

- altruism/helping behaviour – readiness to cooperate; voluntary helping others without anticipation of personal benefits [Klotz and Bolino 2013];
- conscientiousness – particularly conscientious realization of tasks at work;

- kindness – consulting others before undertaking any activities at work;
- sportsmanship – peaceful withstanding of conditions of work;
- civic virtues – active and responsible participation in official life of an organization.

Presently, the most popular depiction of OCB distinguishes among seven basic categories of the behaviours [Podsakoff et al. 2000], including the three above-mentioned categories (altruism, sportsmanship and civic virtues) and: organisational compliance, organisational loyalty, individual initiative, self-development.

COUNTERPRODUCTIVE WORK BEHAVIOURS

Negative behaviours at work may be manifested in many ways, starting from minor offences (such as gossiping, taking company paper) and ending with serious offences (such as physical abuse of a worker, sex harassment, sabotage). They are most often referred to in literature as counterproductive work behaviours. Parks and Mount [2005] understand such behaviours as voluntary activities that infringe standards adopted by an organization and, thus, make it difficult for the organization to accomplish its aims. On the other hand, Spector defines the behaviours as "a set of various activities, which have one common feature, namely their voluntary character (contrary to accidental or forced behaviours) and are detrimental to or are intended to be detrimental to an organization or its stakeholders" (e.g. customers, other workers, executives) [Spector et al. 2006, p. 447]. There are also numerous other terms and definitions relating to negative behaviours (see e.g. Nerdinger et al. [2011]). However, their authors agree that the behaviours have to be undertaken voluntarily, are detrimental or may be detrimental to an organization and its stakeholders as well as infringe standards and targets adopted by an organization (see e.g. Nerdinger et al. [2011]).

Typologies of CWB most often used in practice include that suggested by Spector et al. [2006], who distinguished among five categories of such behaviours:

- abuse against others – the aim of such behaviours included psychological or physical harm to other

- persons in an organization (e.g. by way of malicious comments or threatening);
- production deviance – deliberate limitation of effectiveness of an organization;
 - theft – misappropriation of company property or that of other persons (e.g. colleagues);
 - sabotage – deliberate destroying of components of organizational property, including tangible assets (e.g. machines) and intangible assets (e.g. image of an organization);
 - withdrawal – limitation of one’s work below minimum necessary for realization of aims (e.g. being late for work, unjustified absence).

Similar to OCB, CWB results from individual conditions (e.g. a worker’s personality) and contextual conditions (including, organizational and extra-organizational conditions such as organizational culture, social consent) [Penney et al. 2011].

METHODOLOGY OF RESEARCH AND CHARACTERISTICS OF RESPONDENTS

The own research was realized using online questionnaire in 2017 among a group of active workers. The sample was selected deliberately, i.e. a request for participation the research (including a link to the questionnaire) was sent in May and November 2017 to such group of people (including students and workers in public and private sector). Finally, the author qualified 535 correctly completed questionnaires for the analysis. Table 1 includes basic characteristics of the tested sample.

OCB AND CWB IN THE SELECTED SAMPLE

The measurement of OCB used a scale of 20 items originating from a validated scale prepared by Fox and Spector [2009], so-called Organizational Citizenship Behaviour Checklist (OCB-C) – Table 2. Items of the scale (examples of behaviours) may be divided into three categories, i.e. behaviours directed towards other persons (OCB-P), towards an organization (OCB-O) and other forms of such behaviours (behaviours, which were not included in any of the two first categories by the authors). A respondent provided frequency of commitment to a given behaviour.

Table 1. The structure of a request included in the research

Category	Specification	<i>n</i>	%
Sector	private	280	52.3
	public	244	45.6
	no answer	11	2.1
Sex	female	372	69.5
	male	163	30.5
	no answer	0	0
Age	18–25 years	246	46.0
	26–35 years	67	12.5
	36–45 years	100	18.7
	46–55 years	21	3.9
	no answer	101	18.9
Work basis	full-time	357	66.7
	part-time	85	15.9
	unlimited work time	93	17.4
Position held	executive	21	3.9
	administrative/office	305	57.0
	physical work (production services)	209	39.1
	no answer	0	0
Form of employment	employment contract (for a definite and indefinite term)	360	67.3
	civil law agreement	131	24.5
	other	36	6.7
	no answer	8	1.5
Education	vocational	4	0.7
	secondary	52	9.7
	higher	261	48.8
	student	218	40.7
	no answer	0	0

Source: Own research.

OCB-C scale ensured relatively high reliability of results obtained both for each of the categories of OCB as well as OCB as a whole. This is proven by the value of Cronbach alpha (Table 3).

Table 2. Items used in OCB measurement

Behaviour category	Specification
OCB-P	I listened to somebody, who had a problem with his/her work
	I listened to somebody, who had personal problems
	I changed my leave plans, days or hours of work in order to help a colleague
	I helped someone weaker carry something heavy
	I resigned from my own arguments in order to encourage or praise someone
	I defended someone, who has a hard day or was ill against a principal or other colleagues
OCB-O	I helped other colleagues get acquainted with work
	I suggested someone how to do his/her job better
	I suggested someone how to improve work environment
	I undertook additional work voluntarily
	I spoke well about my employer
	I resigned from a meal or break in order to complete something
Other OCB	I prepared a meal for somebody
	I advised a colleague
	I helped somebody with his/her learning or shared my knowledge
	I finished something for somebody, who had to leave earlier
	I helped somebody, who had a lot of work
	I answered a telephone for somebody, who was absent or busy
	I helped somebody to deal with a difficult customer or colleague voluntarily
	I decorated, cleaned or made a common place of work look more beautiful

Source: Fox and Spector [2009].

Table 3. Descriptive statistics for OCB

Behaviour category	M	SD	Cronbach alpha
OCB	2.619	0.510	0.918
OCB-O	2.716	0.428	0.753
OCB-P	2.421	0.635	0.817
Other OCB	2.639	0.489	0.804

Source: Own research.

On the other hand, the measurements used a 22-item scale prepared as based on a validated (and often used in practice of research) scale prepared by Spector et al. [2006], so-called Counterproductive Work Behaviour Checklist (CWB-C) – Table 4. Items of the scale can be attributed to one of the five categories of CWB already described by the author. Also in this case a respondent provide frequency of commitment to a given behaviour. Cronbach alpha for the scale were included in Table 5.

Figures 1 and 2 present frequency of undertaking of each of manifestations of OCB and CWB.

As regards OCB one may see that respondents engaged in behaviours directed towards other persons most often. On the other hand, more regular commitment can be seen most often in relation to behaviours directed towards an organization. The frequency of undertaking of other manifestations of OCB by respondents was, more or less, between the two other categories.

Table 4. Items used in CWB measurement

Behaviour	Specification
Abuse	I started or continued a gossip that was destructive or harmful for a colleague
	I was rude or impolite to a customer
	I blamed somebody at work for my own mistakes
	I provoked a quarrel with somebody at work
	I threatened somebody at work
	I hit or pushed somebody at work
Production deviance	I offended or made jokes of somebody at work
	I did my work incorrectly deliberately
	I worked slowly deliberately, when something had to be done
Sabotage	I acted contrary to instructions deliberately
	I wasted my employer's materials/stocks deliberately
	I destroyed equipment or property item deliberately
Theft	I soiled or littered my place of work deliberately
	I misappropriated something that belonged to my employer
	I took materials or tools home without a consent
	I applied for payment for more hours than I worked
Withdrawal	I took my employer's money without a consent
	I took something that belonged to somebody at work
	I came too late for work without a consent
	I stayed at home claiming to be ill, while I was not
	I took a longer break than I was allowed to
	I left my work earlier than I was allowed to

Source: Spector et al. [2006].

Table 5. Descriptive statistics for CWB

Behaviour	M	SD	Cronbach alpha
CWB	1.287	0.195	0.876
Abuse	1.257	0.510	0.784
Production deviance	1.247	0.110	0.427
Sabotage	1.150	0.045	0.623
Theft	1.203	0.095	0.751
Withdrawal	1.569	0.228	0.567

Source: Own research.

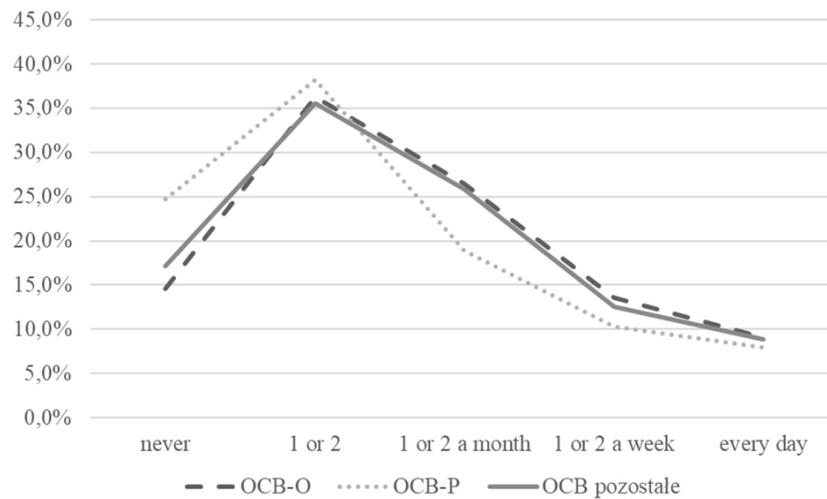


Fig. 1. Frequency of undertaking of OCB ($n = 535$)

Source: Own study.

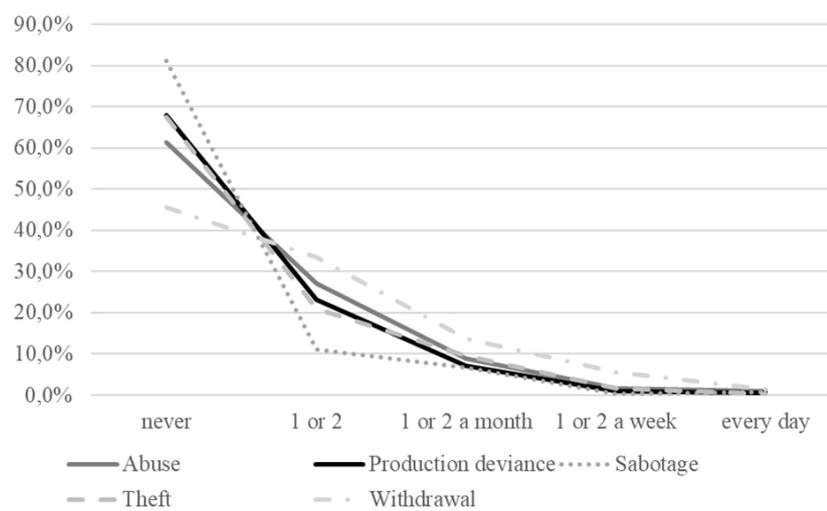


Fig. 2. Frequency of undertaking of CWB ($n = 535$)

Source: Own study.

As far as CWB is concerned, respondents tended to engage more often in categories of less detrimental behaviours (including, above all, withdrawal and minor forms of abuse against others). However, respondents undertook highly detrimental behaviours most rarely, as these were sanctioned with penalties, in particular, such as sabotage, theft and production deviance.

Further in this paper the author makes an attempt to determine, whether frequency of a respondent's commitment to OCB and CWB was affected by such variables as sex, age and type of position held at work.

INDIVIDUAL AND ORGANIZATIONAL VARIABLES VERSUS WORKERS COMMITMENT TO OCB/CWB

A respondent's sex

Analysing the data in Table 6 one may discern a difference between answers given by women and men as regards commitment to OCB. However, conclusions are not simple. Women tended to indicate 'never', 'once or twice' and 'once or twice a week' more often, whereas men – 'once or twice a month' and 'every day'.

On the other hand, as regards counterproductive work behaviours, one may see a bit lower commitment of women. However, it is only in case of frequency – 'once or twice a month' that women indicated the answer a bit more frequently. In the remaining cases, men indicated the answer.

Both in relation to OCB and CWB, differences with respect to a respondent's sex are statistically relevant, which is indicated by Pearson's χ^2 test. In both cases, the value of relevance is lower than the adopted relevance level of $\alpha = 0.05$ and hypothesis relating to independence of the variables analysed may be rejected in favour of an alternative hypothesis stating that such an independence does not exist (variables are dependent).

A respondent's age

Table 7 includes data relating to commitment of workers belonging to particular age groups in OCB and CWB. In case of OCB, the youngest respondents tended to undertake such behaviours rarely in an occasional manner (see values for 'never', 'once or twice', 'once or twice a month') and more frequently in a regular manner (see values for 'once or twice a week' and 'every day') as compared to workers belonging to older age groups (mainly 36–45 years old and 46–55 years old).

As regards CWB it can be seen that respondents aged 18–25 undertook such types of behaviours more rarely than workers belonging to older age groups. On the other hand, workers at the age of 35–45 and 46–55 engaged in such behaviours most frequently.

Also as regards a respondent's age, answers were differentiated in a statistically relevant manner both in relation to OCB and CWB.

Table 6. A respondent's sex *versus* commitment to OCB/CWB (%)

Sex	OCB				
	never	once or twice	once or twice a month	once or twice a week	every day
Female (372 persons)	19.1	37.6	22.0	13.0	8.3
Male (163 persons)	16.6	32.0	27.8	11.4	12.2
Sex	CWB				
	never	once or twice	once or twice a month	once or twice a week	every day
Female (372 persons)	80.7	12.6	5.6	0.7	0.3
Male (163 persons)	77.7	15.2	5.0	1.4	0.7

Source: Own study.

Table 7. A respondent's age *versus* commitment to OCB/CWB (%)

Age group	OCB				
	never	once or twice	once or twice a month	once or twice a week	every day
18–25 years (246 persons)	23.4	26.8	22.9	15.5	11.4
26–35 years (67 persons)	11.7	48.9	19.6	10.9	9.0
36–45 years (100 persons)	7.2	45.3	34.3	6.8	6.4
46–55 years (21 persons)	10.7	34.0	32.1	14.5	8.6
Age group	CWB				
	never	once or twice	once or twice a month	once or twice a week	every day
18–25 years (246 persons)	83.2	12.0	3.6	0.8	0.4
26–35 years (67 persons)	76.3	16.3	4.5	1.7	1.2
36–45 years (100 persons)	76.9	14.0	8.5	0.2	0.4
46–55 years (21 persons)	77.3	13.9	6.3	2.6	0.0

Source: Own study.

A respondent's education

The data in Table 8 relate to differences in frequency of commitment of workers in OCB and CWB in consideration of a respondent's education. In case of

OCB, workers with vocational education tended to undertake such behaviour most rarely (an exception is only the category of 'once or twice a month', where workers with lowest education level tend to engage

Table 8. A respondent's education *versus* commitment to OCB/CWB

Educational level	OCB				
	never	once or twice	once or twice a month	once or twice a week	every day
Vocational (4 persons)	10.0%	30.0%	55.0%	5.0%	0.0%
Secondary (52 persons)	12.0%	28.5%	27.6%	17.7%	14.2%
Higher (261 persons)	13.9%	42.3%	23.9%	11.1%	8.8%
Student (218 persons)	25.3%	30.0%	22.1%	13.1%	9.4%
Educational level	CWB				
	never	once or twice	once or twice a month	once or twice a week	every day
Vocational (4 persons)	59.1%	13.6%	18.2%	9.1%	0.0%
Secondary (52 persons)	76.4%	17.3%	5.4%	1.0%	0.0%
Higher (261 persons)	78.0%	14.0%	6.5%	0.8%	0.8%
Student (218 persons)	83.2%	11.8%	3.9%	1.0%	0.2%

Source: Own study.

most often). OCB were undertaken most often by workers with secondary education (see the values for ‘once or twice a week’ and ‘every day’).

In relation to CWB it can be seen that workers with vocational education tended to commit to manifestations of such behaviours most often (see the value for ‘never’, ‘once or twice a month’ and ‘once or twice a week’). Also workers with secondary and higher education and those in the course of their studies engaged in CWB, however the commitment had a more occasional form (see the value for ‘once or twice’).

A respondent’s education also differentiated answers in a statistically relevant manner both in relation to OCB and CWB.

A respondent’s type of position held

Table 9 included data concerning frequency of commitment of workers to OCB and CWB as divided into types of their positions held. In case of OCB it can be seen that such behaviours were most rarely undertaken by persons holding executive positions and most often by physical workers (see the values for ‘never’, ‘once or twice’ and ‘once or twice a month’). In case of more regular manifestations of OCB (see the values for ‘once or twice a week’ and ‘every day’) commitment

of workers holding each of the considered positions, was similar.

However, as far as CWB are concerned, conclusions are more complicated. It can be seen that persons holding executive positions indicated ‘never’ most often than workers holding other positions, however, in their case, one can see commitment to occasional CWB that is similar to other positions (see the value for ‘once or twice’). In case of more regular undertaking of such behaviours, a slight advantage may be noted in relation to executive workers (see the values for ‘once or twice a month’ and ‘once or twice a week’).

A respondent’s type of position held also differentiated answers in a statistically relevant manner both in relation to OCB and CWB (Table 10).

One should indicate to some limitations of the research, which could affect reliability of the results presented and, therefore, one should treat them with some distance. In the first place, there is the non-random selection of a sample (deliberate selection), which prevents transposition of conclusions onto the whole population of active workers. The biased character of the sample can be confirmed by the fact that nearly 90% of the respondents have higher or incomplete higher education. Another restriction was the measurement

Table 9. A respondent’s type of position held *versus* commitment to OCB/CWB (%)

Position held	OCB				
	never	once or twice	once or twice a month	once or twice a week	every day
Executive (21 persons)	28.7	31.8	14.8	15.8	8.9
Administrative/office (305 persons)	20.0	35.5	22.4	11.5	10.5
Physical (209 persons)	14.8	36.8	26.6	13.6	8.1
Position held	CWB				
	never	once or twice	once or twice a month	once or twice a week	every day
Executive (21 persons)	82.3	13.4	2.4	1.3	0.6
Administrative/office (305 persons)	80.7	13.9	3.9	0.7	0.7
Physical (209 persons)	78.2	12.7	7.9	1.2	0.1

Source: Own study.

Table 10. Pearson's χ^2 test for relationship of sex, age, education and type of position held and OCB/CWB

Behaviour	Statistics	Sector type <i>versus</i>			
		sex	age	education	type of position
OCB	χ^2	29.822	84.890	76.562	56.675
	<i>df</i>	5	15	15	10
	relevance	0.000*	0.000*	0.000*	0.000*
CWB	χ^2	24.769	161.419	73.883	92.863
	<i>df</i>	5	15	15	10
	relevance	0.000*	0.000*	0.000*	0.000*

*Statistics for χ^2 at the level of $\alpha = 0.05$.

Source: Own study.

method adopted (online questionnaire), which gave the researcher little control over the process of data collection. The process could be affected by numerous interferences, which also contributed to lower reliability of data. Finally, it should be mentioned that the test did not identify a lot of other factors (apart from sex, age, education and type of position held), which affected answers given and, at the same time, conditioned differences in frequency of commitment of the respondents to OCB and CWB. Therefore, in the future it is worth conducting a research on a representative sample of workers with the use of quantitative and qualitative methods, which will make it possible to extend the level of analysis and increase reliability of results obtained.

CONCLUSIONS

Despite the indicated drawbacks of the research, the research relevantly results supplement the identified gap in knowledge of influence of the considered demographic characteristics of workers upon their tendency to undertake CWB and OCB. Most of all, the research does not provide any ground for rejection of research hypotheses made. Therefore, it should be stated that:

- a respondent's sex does not affect his/her commitment to CWB and OCB;
- a respondent's age affects his/her commitment to CWB and OCB;

- a respondent's education affects his/her commitment to CWB and OCB;
- a respondent's type of position held affects his/her commitment to CWB and OCB.

The conclusions seem to match results of the current research conducted by other authors mentioned at the beginning. The relationship between a respondent's sex, age, education and type of position held and OCB and CWB is, however, more complicated. Therefore, more extensive research should be conducted, including, in relation to the relationship between analysed individual variables and organizational variable and dimensions of counterproductive work behaviours and organizational citizenship behaviours.

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WPLYW CECH DEMOGRAFICZNYCH PRACOWNIKÓW NA ICH SKŁONNOŚĆ DO ZACHOWAŃ OBYWATELSKICH I KONTRPRODUKTYWNYCH

STRESZCZENIE

W artykule omówiono wpływ płci, wieku, wykształcenia oraz rodzaju zajmowanego stanowiska pracy na skłonność pracowników do podejmowania zachowań obywatelskich (OCB) i kontrproduktywnych (CWB). Szczególnie w polskojęzycznej literaturze związki te nie zostały zbadane i omówione w sposób wyczerpujący. Celem autora jest weryfikacja czterech hipotez o tym, że wspomniane zmienne wpływają na zaangażowanie pracowników w OCB i CWB. Do realizacji tego celu wykorzystano dane uzyskane z ankiety internetowej na próbie 535 osób aktywnych zawodowo. Uzyskane wyniki nie dały podstaw do odrzucenia postawionych hipotez.

Słowa kluczowe: zachowania obywatelskie, zachowania kontrproduktywne, płeć, wiek, wykształcenie, stanowisko pracy