

*Dorota Kanafa-Chmielewska\**

---

---

**THE TWO FACES OF AN EMPLOYEE: EXPLORING  
THE RELATIONSHIPS BETWEEN ORGANIZATIONAL  
CITIZENSHIP BEHAVIOUR, COUNTERPRODUCTIVE  
WORK BEHAVIOUR AND JOB SATISFACTION**

---

---

Overlapping items and agreement response options were perceived as a measurement artefact that may have caused classical, yet hypothetically biased, findings on the subject. The participants were Central European employees ( $n = 655$ ). The results did not support positive correlations between organizational citizenship behaviour (OCB) and counterproductive work behaviour (CWB) and the negative relations between the two and job satisfaction. They were consistent with previous and intuitive findings that demonstrated the negative relation between citizenship and counterproductive work behaviour, as well as with reverse interrelations of the two types of organizational behaviour with job satisfaction. Confirmatory factor analysis was conducted to explore OCB and CWB dependency on job satisfaction. That findings show the two-face nature of employees. Explanations of intuitive and counterintuitive findings in the subject are discussed.

**Keywords:** organizational citizenship behaviour, counterproductive work behaviour, job satisfaction

**DOI:** 10.15611/aoe.2019.1.13

## 1. INTRODUCTION

The organizational behaviour of employees is considered as a means towards expanded efficiency. Thus a lot of research effort is focused on this subject with respect to extra-task behaviour: organizational citizenship behaviour (OCB) and counterproductive work behaviour (CWB), which can be considered opposites (see Sackett, 2002). Obviously the former is highly welcome, whereas the latter is constantly being eradicated by employers and managers. Regarding the influence of OCB and CWB on organizational effectiveness, the potential antecedents of these two are required and worth studying. One of them is job satisfaction (O'Brien, Allen, 2008). Even intuitively, one predicts that the more satisfied the employee, the better she or he will work. As a consequence, it appears that satisfied personnel should

---

\* University of Wrocław.

manifest more citizenship behaviour and be less counterproductive, however this is not always the case. In Dalal's meta-analysis (2005) the negative correlation between OCB and CWB was questioned. He discerned methodological artefacts that may have interfered in relations between organizational citizenship behaviour and counterproductive work behaviour. According to Dalal (2005), there are three main causes of the negative relationship between OCB and CWB: the type of items (OCB measured as the absence of CWB); the response options (agreement instead of frequency) and the source of ratings (supervisor ratings produced stronger relationships than self-ratings). The study by Fox et al. (2012) seems to confirm Dalal's (2005) assumptions. Fox and collaborators obtained positive correlations between OCB and CWB. However, it was also Dalal (2005) who postulated to consider situational factors. Other authors also pointed out that situational factors could be crucial to understand organizations (Mueller, Hatstrup, Hausmann, 2009).

Having said that, this article focuses on situational factors as the antecedents of extra-task behaviour. We intend to present findings from Central Europe (Poland). Abundant data come from the United States, Western Europe and Asia, whereas post-communist countries with their dynamic social change, are an interesting arena of organizational behaviour. Situational factors in Central Europe are different than those in the USA and Western Europe. Poland became a democratic country in 1989. Before that time the communist economy generated very few incentives for effective attitudes to work and that is picturesquely stated in the Polish adage 'Whether you are standing or lying down, you receive your wages'. On the other hand, in contemporary Poland there operate many global companies which require effectiveness from their employees, and moreover, these companies do receive it, otherwise they would not be here. This leads to the conclusion that OCB and CWB are of the greatest importance to employers in Poland.

The first aim of this paper is to present the relationship between organizational citizenship behaviour and counterproductive work behaviour, measured without antithetical items and with the use of frequency response options perceived by Dalal (2005) and Fox et al. (2012) as sources of negative relations between OCB and CWB. Secondly, we demonstrate the relationships between OCB, CWB and job satisfaction to present a model of organizational behaviour dependency on job satisfaction. The results of the two studies are presented in order to achieve these aims.

## 2. OCB, CWB AND JOB SATISFACTION DEFINITIONS

There has been a variety of research devoted to organizational citizenship behaviour. Previously, OCB was defined by Organ (1988) as an extra-task behaviour which is not recognized or rewarded, though it influences the organization in a positive way. However, it is still acknowledged that organizational citizenship behaviour can be identified and rewarded during personnel performance appraisal (Organ, 1997). Studies focused on citizenship behaviour have devised its taxonomies. To begin with, there were interpersonal and organizational types of OCB described in (Smith, Organ, Near, 1983), then in the analysis by Coleman and Boreman (2000) a third dimension emerged, namely job/task citizenship performance. Other taxonomies include five types of citizenship behaviour: altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Podsakoff, et al., 1990), or two types concentrated on the processes in an organization: challenge-oriented and affiliation-oriented citizenship behaviour (MacKenzie et al., 2011).

As was already stated, similar to OCB, CWB is extra-task behaviour. Additionally, among counterproductive work behaviour there are those modes focused on organization and those concerning other people at work (Robinson, Bennett, 1995; Bennett, Robinson, 2000; Gruys, Sackett, 2003). Spector et al. (2006) classified CWBs into five categories: abuse against others, theft, withdrawal, production deviance and sabotage. Despite superficial similarities, organizational citizenship behaviour and counterproductive work behaviour are distinct constructs and cannot be located on a single continuum. Counterintuitively, Organizational Citizenship Behaviour and Counterproductive Work Behaviour are not opposite sides of the same coin. Paradoxically, they constitute two different, good and bad coins. In other words, there are two separate dimensions: one for OCB and the other for CWB. That is why one employee is able to perform at the same time in a citizenship and counterproductive way, and could be top citizenship and top counterproductive performer. Researchers have agreed with that statement independently of their assumptions about the positivity or negativity of relationships between OCB and CWB (Dalal, 2005; Sackett et al., 2006; Spector, Bauer, Fox, 2010; Fox et al., 2012).

Job satisfaction belongs to the antecedents of OCB and CWB, and is one of the most frequently studied topics in the organizational context (Spector, 1997; O'Brien, Allen, 2008). In brief, job satisfaction is a positive or negative attitude to work. This concept can be focused on numerous facets of

a job or it concerns only some aspects of being an employee (Spector, 1997; Podsakoff et al., 2000). Although the majority of the findings has shown the positive relationship between job satisfaction and OCB (e.g. McNeely, Meglino, 1994; Organ, Ryan, 1995; Podsakoff et al., 2000; Dalal, 2005; O'Brien, Allen, 2008) and the negative with CWB (e.g. Klein, Leong, Silva, 1996; Lau, Au, Ho, 2003; Dalal, 2005; O'Brien, Allen, 2008), Fox et al. (2012) found it positive in both cases. Consequently, our aim here is to clarify the relationship between OCB, CWB and job satisfaction, using methods with frequency response options and antithetical items free.

## STUDY I

The aim of Study 1 was to prepare methods suitable for the measurement of Polish employees and to establish preliminary findings regarding OCB, CWB and job satisfaction. The hypotheses are based on the findings of Dalal (2005) and Fox et al. (2012).

*Hypothesis 1:* OCB will be positively related to CWB.

*Hypothesis 2:* Job satisfaction will be negatively related to OCB and CWB.

## 3. METHOD

### 3.1. Participants and procedure

The participants were Polish employees who received the link to the Internet survey available on the survey's website. However, with regard to the type of questions it is difficult to establish the response rate precisely. Poland is a homogeneous country in regard to its ethnic and racial criteria (1.23% minorities, almost 100% white), and religious character (96% are religious, of which 88% are Roman Catholics) (GUS, 2010, 2009; CBOS, 2005). The sample size was 247 in total. Among the respondents 75.8% were women and 24.2% were men; 14% completed secondary education, 17% had a Bachelor's degree, 65% Master's degree and 4% PhD. They worked in different branches and held the following positions: managerial (11.7%), employee (33.9%), specialist (39.5%), blue-collar worker (7.7%), owner of a company/entrepreneur (1.6%); others were 5.6%. The private sector was a place of work for 73% of respondents. One quarter worked in public organizations and 2.4% in associations or foundations. The average age was 29.67 ( $SD = 7.78$ ). Out of the first study's participants, 50.4% lived in the Provinces of Lower Silesia, 9.7% in Mazowsze, and about 5% each in Małopolskie, Lubelskie, Silesia and Wielkopolskie Provinces, and the rest in other parts of Poland.

### 3.2. Measures

The measures are presented as follows: OCB, CWB and the job satisfaction scale. The OCB and CWB scales are shorter than the majority of the other scales devoted to these two types of organizational behaviour. This is an advantage in cases of studies that require more than one measure to complete. The OCB scale was based on the most popular items related to citizenship behaviour (Podsakoff et al., 1990; Fox et al., 2012) and is presented in Table 1. There were five response choices (from 1 = never, to 5 = every day). The reliability of OCB scale was sufficient (*Cronbach's alpha* = 0.78).

Table 1  
OCB items with means (Study 1,  $n = 247$ )

	Mean score (range: 1-5)
1 I attend my work regularly, according to the timetable.	4.75
2 I obey company rules and regulations even when no-one is watching	4.43
3 I engage in actions that are not compulsory, but enhance the company image.	3.55
4 I try to keep up to date with the latest developments of my organization	4.04
5 I focus on the positives of my organizations, rather than the negative sides of it.	3.38
6 I help my co-workers when I see that they cannot cope with something	4.02
7 I help my manager beyond the scope of my job responsibilities	3.33
8 I approach co-workers politely, and neither swear nor shout at anybody.	4.46
9 I try to prevent conflicts with my co-workers.	4.18
10 At the workplace, when I want to prepare or buy something to eat, I ask the others whether they want me to bring them something too.	3.96
11 I disseminate information that I found useful for my co-workers.	4.41
12 I help the clients/customers of my organization beyond the scope of my job responsibilities.	3.71

Source: own elaboration.

Similarly to OCB, CWB measurement was based on the most common items in counter-productivity (Spector et al., 2006; Fox et al., 2012). Table 2 shows the mean score for each item. There were five response choices (from 1 = never, to 5 = every day). The reliability of the CWB scale was wholly satisfactory (*Cronbach's alpha* = 0.9). Considering the OCB and CWB scales, they were antithetical items free and response options pertained to frequency of behaviour.

Table 2  
CWB items with means (Study 1,  $n = 247$ )

	Mean score (range: 1-5)
1. I purposely damage my employer's materials.	1.51
2. I take a longer break than I am allowed to.	1.88
3. I deliberately work slower than it needs to be done.	1.58
4. I purposely fail to follow the instructions to spite my superiors or co-workers.	1.22
5. I take things home without permission to appropriate them.	1.32
6. I deliberately ignore someone at the workplace.	1.45
7. I spread rumours about my co-workers.	1.42
8. I blame co-workers for errors I made.	1.28
9. I make fun of my co-workers and managers at the workplace.	1.29
10. I criticise the work of others to hinder their position in the organisation.	1.32
11. I physically abuse someone at my workplace.	1.11
12. I behave rudely to the clients/customers of my organisation.	1.22

Source: own elaboration.

The construction of the job satisfaction scale was preceded by a review of the most relevant measures of job satisfaction: the Job Satisfaction Survey (JSS); the Job Descriptive Index (JDI); the Minnesota Satisfaction Questionnaire (MSQ); the Job Diagnostic Survey (JDS); the Job in General Scale (JIS); and the Michigan Organizational Assessment Questionnaire Subscale (cf. Spector, 1997).

For the purpose of our study we looked for a measure that could be condensed, but not too general (such as The Michigan Organizational Assessment Questionnaire Subscale – a 3-item measure). Participants in the research also received other scales, and the research could not be too long. Considering the length of the instruments, the 72-item Job Descriptive Index, the 36-item Job Satisfaction Survey and the Job Diagnostic Survey consisting of many long sections, had to be excluded. Additionally, we need a quantitative 5 or 7 point answer format that is not present in the Job Descriptive Index and in the Job in General Scale (Yes, No, ? - cannot decide). As a result we decided to build a new scale that would be intelligible for participants, not too long (20-item) and consisting of facets that are important for Polish employees.

In order to extract the key areas of job satisfaction we took into consideration the content and process theories of motivation (Latham, 2007). As a result, we generated items concerning the most important facets of the job (see Table 3). The response choices ranged from 1=strongly disagree, to 5=strongly agree. The reliability was entirely satisfactory (*Cronbach's alpha* = 0.92).

Table 3  
Job satisfaction items with the related facets and means (Study 1,  $n = 247$ )

Items	Facets of job satisfaction	Mean score (range: 1-5)
1. I am satisfied with my salary.	remuneration	2.79
2. My job gives me a sense of security.	sense of security	3.09
3. My job gives me personal prestige.	prestige	3.05
4. I feel a part of the organization I work for.	sense of belonging	3.27
5. I feel respected in my workplace.	respect	3.50
6. The scope of independence at my work suits me fine.	independence	3.69
7. My job is interesting.	interest in work	3.54
8. I develop myself thanks to my job.	self-realization	3.23
9. I am satisfied with the opportunity of getting a promotion.	opportunity of promotion	2.65
10. Generally speaking, I am satisfied with physical working conditions, i.e. equipment, temperature, light, level of noise.	physical working conditions	3.42
11. Generally speaking, I am satisfied with the job I do.	general job satisfaction	3.53
12. I like my immediate superior.	liking for the superior	3.74
13. I like my co-workers.	liking for co-workers	4.01
14. Generally speaking, the management treats me fairly.	sense of management fairness	3.54
15. I work with competent people.	workmates competence	3.62
16. Generally speaking, the flow of information between me and my superiors is smooth.	communication with superiors	3.48
17. Generally speaking, the flow of information between me and my co-workers is smooth.	communication with co-workers	3.79
18. Generally speaking, the flow of information between me and my clients/customers is smooth.	communication with clients/customers	3.78
19. Generally speaking, I treat my clients/customers as a 'necessary evil'. (*)	attitude to clients/customers	4.00
20. The workplace climate suits me fine.	workplace climate	3.54

Note. (\*) item 19 was changed to the opposite before analysis

Source: own elaboration.

#### 4. RESULTS AND DISCUSSION

With regard to OCB, CWB and job satisfaction measures, all the scales were reliable enough to use them in our research. The citizenship and counterproductive work behaviour scales were checked in respect of the factor structure, using exploratory factor analyses with varimax rotation. The

OCB scale failed to target the two-factor structure related to other persons in the organization and the organization itself. There were four factors that explained 60.47% of the variance (22.13%, *eigenvalue* = 2.66; 14.44%, *eigenvalue* = 1.73; 12.34%, *eigenvalue* = 1.48; 11.55%, *eigenvalue* = 1.39 for all four factors respectively). The CWB scale reached the two-factor structure. The factor that could be perceived as connected with the organization itself consisted of items 1, 2, and 3, whereas a further two statements (item 4 and item 5) could be considered as part of the described factor concerning item textual analysis. The second factor was related to co-workers (items from 4 to 12). Two factors in the CWB scale accounted for 61.76% of the variance, including 40.66% for the first factor (*eigenvalue* = 4.88) and 21.10% for the second factor (*eigenvalue* = 2.53).

Tables 1, 2 and 3 present the mean ratings for the items, and as can be seen, counterproductive work behaviour obtained the lowest ones. Table 4 depicts the means, standard deviations and correlations between variables. Among the assessed organizational behaviour, CWB was less frequent (*mean* = 16.62) than OCB (*mean* = 48.21) and the participants' answers were more varied (*SD* = 6.14) than in the case of citizenship behaviour (*SD* = 5.85).

Neither Hypothesis 1 nor Hypothesis 2 were supported. Organizational citizenship behaviour correlated negatively with counterproductive work behaviour ( $r = -.18, p < .01$ ). There was significant convergence between OCB and job satisfaction ( $r = .37, p < .001$ ). The relation between CWB and job satisfaction was non-significant and near zero (see Table 4).

Table 4  
Study 1: Correlations of OCB, CWB and job satisfaction

	Mean	SD	1	2	3
<b>1. OCB</b>	48.21	5.85	(.78)		
<b>2. CWB</b>	16.62	6.14	-.18*	(.90)	
<b>3. Job satisfaction</b>	69.27	13.21	.37**	-.10 <sup>1</sup>	(.92)

Note.  $n = 247$ ; \* $p < .01$ ; \*\*  $p < .001$ ; Cronbach's alphas are presented in brackets on the diagonal; <sup>1</sup> non-significant

Source: own elaboration.

Apart from OCB and CWB scales that are antithetical items free, and have frequency answers options, the results fail to support both hypotheses. In conclusion, the recent findings proclaimed the positive relationship between OCB and CWB and the negative relation between organizational



behaviour and job satisfaction (Fox et al., 2012). Nonetheless, they were not corroborated in our study. It should be emphasized that the relations obtained in Study 1, between OCB, CWB and job satisfaction, are consistent with the large body of previous findings (Dalal, 2005; O'Brien and Allen, 2008).

## STUDY II

The aim of Study 2 was to present the relationships between OCB, CWB and job satisfaction, as well as to put forward a model of organizational behaviour dependency on job satisfaction. Concerning the results of Study 1, the hypotheses presented below are based on the assumptions that there is an inverse relationship between OCB and CWB, and that the aforementioned constructs correlate with job satisfaction in different directions. This is convergent with the classical findings on the subject (Dalal, 2005; O'Brien, Allen, 2008) and lead to the following hypotheses.

*Hypothesis 1:* OCB will be negatively related to CWB.

*Hypothesis 2:* Job satisfaction will be negatively related to CWB and positively to OCB.

## 5. METHOD

### 5.1. Participants and procedure

The research was conducted in Poland. The participants were employees who received the link to the Internet survey available on the survey's website. With regard to the type of enquiries it is difficult to establish the response rate precisely. The total sample size was 408. Of the respondents, 75% were women and 25% were men. the average age of employees was 28.75 ( $SD = 7.51$ ). In the study, 16.2% respondents completed secondary education, 15.2% had Bachelor's degree, 66.9% Master's degree and 1.7% PhD. They worked in different branches and held the following positions: managerial (10.5%), employee (29.8%), specialist (36.5%), blue collar worker (11%), clerk (0.7%) and owner of a company/entrepreneur (0.7%); the remaining were 10.8%. Of the respondents, 77.5% worked in the private sector, 20.1% in public organizations and 2.5% in associations or foundations. Among the participants, 53.7% lived in Lower Silesia, 10.5% in Mazowsze, 6% in Małopolskie, 5% in Silesia and 4% in Wielkopolskie. The remaining lived in other regions of Poland.

## 5.2. Measures

Organizational citizenship behaviour, counterproductive work behaviour and job satisfaction were assessed with the scales presented in Study 1.

## 5.3. Results and discussion

All measures were reliable (see Table 5). We used exploratory factor analyses with varimax rotation in order to assess the factor structure for the OCB scale and the CWB scale. The organizational citizenship behaviour scale fitted a three factor structure. In total, these factors explained 53.14% of the variance (20.08%, *eigenvalue* = 2.41; 19.40%, *eigenvalue* = 2.33; 13.67%, *eigenvalue* = 1.64 for three factors respectively). Judging from the textual analysis of the items, the first factor (items 3, 4, 7, 12) referred to the organization itself (being involved, informed and helpful), the second factor dealt with co-workers (items 6, 8, 9, 10, 11) and the last one concerned the organization itself, attitude to rules and regulations (items 1, 2, 5).

The measure of counter-productivity targeted the two-factor structure. The first factor focused on the organization itself and consisted of items from 1 to 5. The second factor included remaining items. These two factors accounted for 57.10% of the variance, including 33.88% for the first factor (*eigenvalue* = 4.07) and 23.22% for the second factor (*eigenvalue* = 2.79).

In order to explore the factor structure of the OCB scale, we used Statistica 13.1 to perform a confirmatory factor analysis. The proposed model fits to data. Although the chi-square statistic was significant ( $\chi^2(51) = 185,37$ ), the other fit indices suggest goodness-of-fit (*RMSEA* = 0.08; *GFI* = 0.9; *AGFI* = 0.9). To sum up, the factor structure of the OCB scale was confirmed. Similarly, a confirmatory factor analysis was performed for the CWB scale. The factor structure was confirmed, even though the chi-square statistic was significant ( $\chi^2(53) = 352,65$ ), the other fit indices were sufficient (*RMSEA* = 0.10; *GFI* = 0.9; *AGFI* = 0.8).

Table 5 shows the means, standard deviations and correlations for the variables in Study 2. As can be seen, in the participants' assessment, OCB was more frequent (*mean* = 48.0) than CWB (*mean* = 16.06). In addition, the participant's answers were more varied for OCB (*SD* = 5.92) than for CWB (*SD* = 5.27). Thus, with regard to the correlations between variables, both hypotheses were supported. Organizational citizenship behaviour was negatively correlated with CWB ( $r = -.29, p < .05$ ). Consistently with the

predictions, the relation between job satisfaction and CWB was negative ( $r = -.23, p < .05$ ), whereas there was significant convergence between job satisfaction and citizenship behaviour ( $r = .39, p < .05$ ).

Table 5  
Study 2: Correlations of OCB, CWB and job satisfaction

	Mean	SD	1	2	3
<b>1. OCB</b>	48.0	5.92	(.77)		
<b>2. CWB</b>	16.06	5.27	-.29	(.86)	
<b>3. Job satisfaction</b>	68.54	13.49	.39	-.23	(.92)

Note.  $n = 408$ ;  $p < .05$ ; Cronbach's alphas are presented in brackets on the diagonal

Source: own elaboration.

Both hypotheses based on classical assumptions about the relations between OCB, CWB and job satisfaction were supported. It is worth mentioning again that organizational behaviour scales were antithetical items free and their response choices were based on frequency.

#### 5.4. Further explorations: a model of OCB and CWB dependency on job satisfaction

In order to explore the relations between job satisfaction and organizational behaviour we composed a model that is illustrated in Figure 1. To refer our findings to a larger sample, we combined the data from Study 1 and Study 2 ( $n = 655$  in total). We used Amos 20 to perform structural equation modelling (Byrne, 2010). The proposed model fits to data. Although the chi-square statistic was significant ( $\chi^2(900) = 4681,26$ ), the other fit indices suggest goodness-of-fit ( $RMSEA = 0.08$ ;  $CFI = 0.7$ ;  $IFI = 0.7$ ;  $NFI = 0.66$ ;  $RFI = 0.62$ ).

Considering unstandardized regression weights, when job satisfaction goes up by 1, OCB rises by 0.292 and CWB decreases by 0.215. It also seems that the relations between OCB, CWB and job satisfaction are quite similar. Nevertheless, the relationships become more clear with regard to standardized regression weights. When job satisfaction goes up by 1 standard deviation, OCB increases by 0.478 standard deviation and CWB goes down by 0.147 standard deviation. In conclusion, a rise in OCB is more than three times higher than a decrease in CWB (see Table 6).

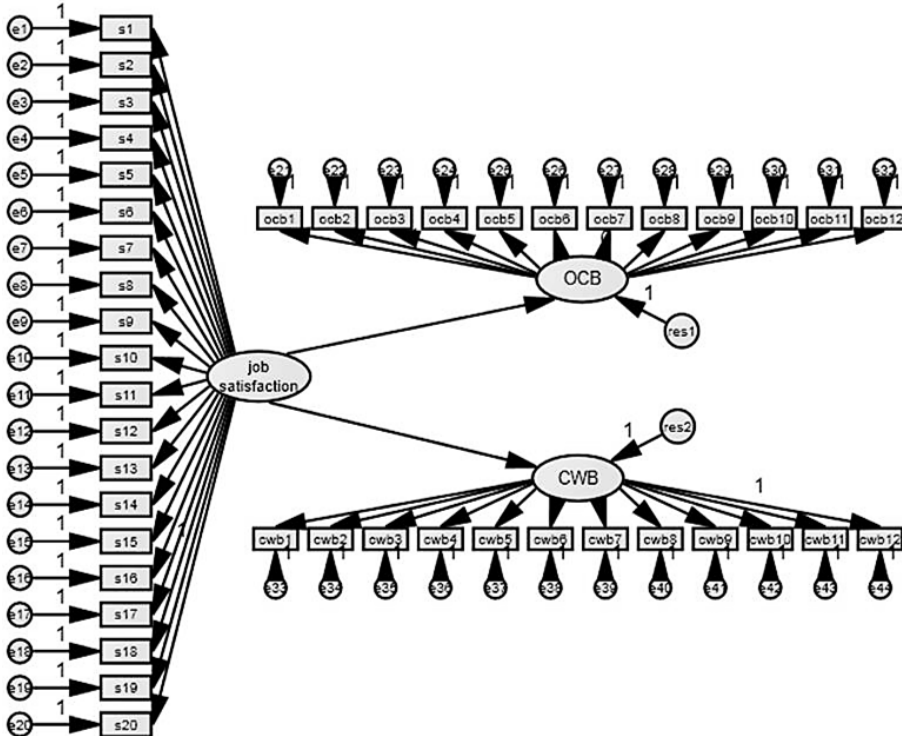


Fig. 1. Model of OCB and CWB dependency on job satisfaction

Source: own elaboration.

Table 6  
Standardized and unstandardized regression weights

Unstandardized regression weights						
			Estimate	S.E.	C.R.	P
OCB	<---	satisfaction	.292	.066	4.409	.001
CWB	<---	satisfaction	-.215	.069	-3.130	.002
Standardized regression weights						
OCB	<---	satisfaction	.478			
CWB	<---	satisfaction	-.147			

Source: own elaboration.

In other words, any variations of job satisfaction level do not change the scope of counterproductive behaviour significantly. However, the increase in job satisfaction influences positively and meaningfully the amount of

citizenship behaviour. To sum up, being a good citizen of the organization does not exclude counter-productivity and vice versa.

Appendix 1 presents the basic correlation tables for the statements of OCB, CWB and the Job Satisfaction Scale.

## 6. DISCUSSION

The presented studies failed to support (Dalal 2005, and Fox et al. 2012) assumptions that the relations between CWB, OCB are positive and their antecedent (job satisfaction) negatively correlates with the behaviour in question. Moreover, such results were obtained despite avoiding antithetical items and despite the use of frequency response options. (Dalal 2005, and Fox et al. 2012) claim that these methodological artefacts are likely to generate a negative relationship between OCB and CWB, and a positive relation between job satisfaction and OCB. On the other hand, our studies support the body of previous findings that demonstrated the negative relationships between OCB and CWB, and the opposite correlations of these two forms of behaviour with the antecedents (see Sackett, 2002; Dalal, 2005; O'Brien, Allen, 2008).

The fact that the participants in our studies were Central European, can be considered an advantage for two reasons. Firstly, the region has its idiosyncrasies, which can bring something new to universal studies on job satisfaction. Secondly, international companies are located in areas with their efficiency-oriented corporate cultures, so the study can be interesting for them. Also, there was a need to verify the counter-intuitive results in different contexts (e.g. Fox et al., 2012). The amount of participants ( $n = 655$  in both studies) was sufficient to draw conclusions relevant for the presented subject. In addition, our study confirmed the 'two-face' character of their employees, who can manifest citizenship and counterproductive behaviour at the same time. Admittedly there was a negative correlation between OCB and CWB, however it was weak. Moreover, an increase in job satisfaction does not equally change the scope of both types of organizational behaviour; the rise in OCB was more than three times higher than the simultaneous reduction of CWB.

Our first study failed to support the hypothetical positive relation between OCB and CWB. Also, Hypothesis 2, which provides a negative relationship between job satisfaction and both types of organizational behaviour, was not confirmed. Nonetheless, the obtained results are consistent with the previous research, which in light of (Dalal 2005, and Fox et al., 2012) findings can be described as classical. The organization citizenship behaviour scale did not

target the two-factor structure. However, the CWB scale was divided into two factors: first, devoted to the organization itself, while the other focused on co-workers. The measures prepared for the purposes of that study and based on the recognizable measures of OCB, CWB and job satisfaction, appeared to be reliable.

The second study provided results that demonstrated the opposite relation between OCB and CWB, as well as the reverse relationships between the two types of organizational behaviour and their antecedent. Job satisfaction correlated positively with OCB and negatively with CWB. In other words, our findings supported the two hypotheses of Study 2. All the measures used in our study were reliable. With the increase of the sample, the two-factor structure of the CWB scale become more balanced. There were five items focused on the organization itself (the first factor) and seven items belonged to the second factor that was related to co-workers. Simultaneously, the factor structure of the OCB scale was reduced to three elements: the first one considered the organization itself (being involved, informed and helpful), the second focused on co-workers, and the last one concerned the organization itself, attitude to rules and regulations. Moreover, a confirmatory factor analysis revealed that a rise in job satisfaction positively influences OCB while it impacts CWB negatively, and is three times weaker.

The obtained results bring to mind the classical Herzberg's motivation theory (Herzberg et al., 1959), which addresses motivators and hygiene factors. The former consisted of achievement, recognition, work itself, responsibility, advancement, and growth. Job satisfaction could be improved by increasing the motivators. According to Herzberg's theory, the absence of these six factors leads to 'no satisfaction', which is a concept different than dissatisfaction. As to the hygiene factors, they include company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationships with peers, personal life, relationships with subordinates, status, and security. These factors could not improve job satisfaction. If they are present, an individual simply does not feel job dissatisfaction. However, if there is a lack of them, dissatisfaction appears (Herzberg et al., 1959).

According to Herzberg, motivators and hygiene factors belong to different dimensions: job satisfaction versus no job satisfaction; and job dissatisfaction versus no job dissatisfaction respectively (Herzberg et al., 1959). Drawing on this, we can say that at the same time one can be both satisfied and dissatisfied with their job or, to be precise, with its different aspects. It is worth mentioning that the classification into motivators and hygiene factors was based on employees' statements. They decided which

elements, considering their job, are satisfying for them (those were 'motivators') and which factors made them feel exceptionally bad (those were 'hygiene factors').

Concluding the above remark, perhaps modern employees have different motivators and hygiene factors than Herzberg's contemporaries and the participants of his research. The job satisfaction scale prepared for the purpose of the presented studies was preceded by a review of the seminal measures of job satisfaction. The scale refers to the key facets of job (dis)satisfaction, thus the motivators and hygiene factors for contemporaneous employees. Therefore, our model of OCB and CWB dependency on job satisfaction disclosed unequal changes in OCB and CWB after variation in job satisfaction. Perhaps, in light of the presented remarks, the heading of the presented scale should be the job (dis)satisfaction scale. A natural repercussion of such a conclusion could be a verification of which items of our scale reflect motivators and which of them refer to hygiene factors, although this goes beyond the scope of the presented studies.

When discussing the results of both studies, one question comes to mind: why are our results consistent with the classical findings focused on relations between OCB, CWB and job satisfaction? It seems that antithetical items in organizational behaviour measures and frequency response rates instead of agreement responses rates, are not the sole source of the classical results.

All things considered, we will try to answer it. Firstly, a textual analysis of OCB, and CWB items in Fox et al. studies (2012) shows that the majority of them, especially in the OCB checklist, are mostly focused on the employee and relationships with other persons in the organization. By contrast, in our study the dimensions were more varied; in the OCB measure (the first factor considered the organization itself, such as: being involved, informed and helpful; the second factor focused on co-workers; the third factor concerned the organization itself, attitude to rules and regulations) and in the CWB scale (the first factor: items focused on the organization itself and the second factor: items related to co-workers).

Secondly, Fox et al. (2012) used a compressed job satisfaction measure. The Michigan Organizational Assessment Scale consists of three general items: 'All in all I am satisfied with my job'; 'In general, I don't like my job'; and 'In general, I like working here' (Cammann et al., 1979), whereas our job satisfaction scale includes twenty items connected with different, specific facets of the job. To put it briefly, there could be different interrelations between the organizational behaviour measure that concentrates on different areas of the job and contains many facets of the job compared to the job satisfaction measure that includes only general statements.

Thirdly, we could suspect that the Central European sample was contaminated with inefficient job attitudes, as a result of socialization at work in a communist economy. Despite this, the participants' mean age was less than thirty years old in both studies, so in 1989 at the starting point of the political transition from a communist into a capitalist economy, they were at the pre-school age. Moreover, in the case of its hypothetical peculiarities, the Polish sample can be predicted as being less similar to Western samples with respect to the 'typical' findings, yet in terms of the obtained results, it is similar to the vast majority of the classical findings.

To sum up, perhaps the key contribution of our paper is the preliminary confirmation of the employees' 'two-face' character in the Central European sample. Curiously enough, employees can be organizational citizens and manifest counterproductive behaviour at the same time. However, an increase in job satisfaction affects OCB three times more than CWB.

## LIMITATIONS AND CONCLUSIONS

There are some limitations of our research. To begin with, there is non-random sampling in both studies. On the other hand, Poland is a homogenous country, as was stated at the participants' description in Study 1. Furthermore, the total sample was large ( $n = 655$ ). Second, both studies were cross-sectional, yet they provide data from the Central European region, which is less known, even though many global companies operate there. Additionally, to the best of our knowledge, findings from this part of Europe focused on the presented issues have not been published yet. Another limitation is the fact that the measures used for the purpose of the studies are the previously untested survey instruments although all of them in both studies had entirely satisfactory reliability., besides which, they were based on the acknowledged measures of OCB, CWB and job satisfaction.

The relations between organizational behaviour and job satisfaction are more complex than at first one could predict. On the one hand, our results supported the intuitive prediction about the opposite interrelation between OCB and CWB. On the other hand, we established that being 'good' for the organization and co-workers does not exclude being 'bad' at the same time. Even if a rise in job satisfaction is not a wonderful cure for counterproductive work behaviour, it can simultaneously stimulate employees' citizenship behaviour. Despite our results, we are convinced that sometimes the relations between OCB and CWB might be positive and in some contexts their relationships with job satisfaction can



be negative. Further research is needed to check under what conditions the aforementioned relations are positive and what factors made them negative.

## REFERENCES

- Amos, Version 20 of the IBM SPSS Amos. [Computer software].
- Bennett, R. J., Robinson, S. L. *Development of a measure of workplace deviance*, "Journal of Applied Psychology", 85, pp.349–360, 2000. doi:10.1037/0021-9010.85.3.349
- Byrne, B. M. *Structural Equation Modeling with AMOS: Basic concepts, applications, and programming*. (2nd Ed.). Routledge, NY, 2010.
- Cammann, C., Fichman, M., Jenkins, D., Klesh, J. *The Michigan Organizational Assessment Questionnaire*. Unpublished manuscript, University of Michigan, Ann Arbor, 1979.
- CBOS [Public Opinion Research Centre], *Values and norms in Poles' life*. CBOS, Warsaw, 2005.
- Coleman, V. I., Borman, W. C. *Investigating the underlying structure of the citizenship performance domain*, "Human Resource Management Review", 10, pp. 25–44. 2000.
- Dalal, R. S. *A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behaviour*, "Journal of Applied Psychology", 90, pp. 1241–1255, 2005. doi:10.1037/0021-9010.90.6.1241
- Fox, S., Spector, P. E., Goh, A., Bruursema, K., Kessler, S. R. *The deviant citizen: measuring potential positive relations between counterproductive work behaviour and organizational citizenship behaviour*, "Journal of Occupational and Organizational Psychology", 85, pp. 199–220, 2012. doi. 10.1111/j.2044-8325.2011.02032.x
- GUS [Central Statistical Office], *Concise Statistical Yearbook of Poland*. Statistical Publishing Establishment, Warsaw, 2009.
- GUS [Central Statistical Office], *Demographic Yearbook of Poland*. Statistical Publishing Establishment, Warsaw, 2010.
- Gruys, M. L., Sackett, P. R., *The dimensionality of counterproductive work behaviour*, "International Journal of Selection and Assessment", 11(1), pp. 30–42. 2003. doi. 10.1111/1468-2389.00224
- Herzberg, F., Mausner, B., Snyderman, B. B., *The Motivation to Work*. (2nd Ed.). Wiley & Sons, NY, 1959.
- Klein, R., Leong, G., Silva, J., *Employee sabotage in the workplace: a biopsychosocial model*, "Journal of Forensic Sciences", 41, pp. 52–55, 1996.
- Latham, G. P., *Work motivation. History, theory, research and practice*. Sage, Thousand Oaks, 2007.
- Lau, V. C. S., Au, W. T., Ho, J. M. C., *A qualitative and quantitative review of antecedents of counterproductive behavior in organizations*, "Journal of Business and Psychology", 18, pp. 73–99, 2003.
- MacKenzie, S. B., Podsakoff, P. M., Podsakoff, N. P., *Challenge-oriented organizational citizenship behaviors and organizational effectiveness: do challenge-oriented behaviors really have an impact on the organization's bottom line?*, "Personnel Psychology", 64(3), pp. 559–592, 2011. doi. 10.1111/j.1744-6570.2011.01219.x

- McNeely, B. L., Meglino, B. M., *The role of dispositional and situational antecedents in prosocial organizational behavior: an examination of the intended beneficiaries of prosocial behaviour*, "Journal of Applied Psychology", 79, pp. 836–844, 1994.
- Mueller, K., Hattrup, K., Hausmann, N., *An investigation of cross-national differences in positivity and job satisfaction*, "Journal of Occupational and Organizational Psychology", 82, pp. 551-573, 2009. doi. 10.1348/096317908X334782
- O'Brien, K. E., Allen, T. D., *The relative importance of correlates of organizational citizenship behavior and counterproductive work behavior using multiple sources of data*, "Human Performance", 21, pp. 62–88. 2008. doi. 10.1080/08959280701522189
- Organ, D. W., *A restatement of the satisfaction-performance hypothesis*, "Journal of Management", 14, pp. 547–557, 1988.
- Organ, D. W., *Organizational citizenship behavior: it is construct clean-up time*, "Human Performance", 10, pp. 85–97, 1997.
- Organ, D. W., Ryan, K., *A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behaviour*, "Personnel Psychology", 48, pp. 775–802, 1995.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., Bachrach, D. G., *Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research*, "Journal of Management", 26, pp. 513–563, 2000. doi: 10.1177/014920630002600307
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., Fetter, R., *Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors*, "Leadership Quarterly", 1, pp. 107–142, 1990. doi:10.1016/1048-9843(90)90009-7
- Robinson, S. L., Bennett, R. J., *A typology of deviant workplace behaviors: a multi-dimensional scaling study*. "Academy of Management Journal", 38, pp. 555–572, 1995.
- Sackett, P. R., *The structure of counterproductive work behaviors: dimensionality and relationships with facets of job performance*, "International Journal of Selection and Assessment", 10, pp. 5–11, 2002.
- Sackett, P. R., Berry, M. Ch., Wiemann, A. S., *Citizenship and counterproductive behavior: clarifying relations between the two domains*. "Human Performance", 19(4), pp. 441–464, 2006. doi: 10.1207/s15327043hup1904\_7
- Smith, C. A., Organ, D. W., Near, J. P., *Organizational citizenship behaviour: its nature and antecedents*, "Journal of Applied Psychology", 68, pp. 653–663, 1983.
- Spector, P. E., *Job Satisfaction: Application, Assessment, Causes, and Consequences*. Thousand Oaks, SAGE, London, New Delhi 1997.
- Spector, P. E., Bauer, J., Fox, S., *Measurement artifacts in the assessment of counter-productive work behavior and organizational citizenship behavior: do we know what we think we know?*, "Journal of Applied Psychology", 95, pp. 781–790. 2010. doi: 10.1037/a0019477
- Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., Kessler, S., *The dimensionality of counterproductivity: are all counterproductive behaviors created equal?*, "Journal of Vocational Behavior", 68, pp. 446–460, 2006. doi: 10.1016/j.jvb.2005.10.005
- Statistica 13.1[Computer software].

*Received: June 2016, revised: November 2017*

## APPENDIX 1

Table 7

Basic correlation table for statements of OCB Scale

	ocb2	ocb3	ocb4	ocb5	ocb6	ocb7	ocb8	ocb9	ocb10	ocb11	ocb12
ocb1	.353**	.105**	.122**	.088*	.135**	.181**	.157**	.133**	.114**	.114**	.094*
ocb2	1	.335**	.360**	.251**	.235**	.161**	.236**	.160**	.101**	.165**	.214**
ocb3	.335**	1	.552**	.338**	.227**	.420**	0.068	.102**	.194**	.122**	.366**
ocb4	.360**	.552**	1	.378**	.263**	.354**	.120**	.133**	.197**	.175**	.381**
ocb5	.251**	.338**	.378**	1	.221**	.176**	.111**	.142**	.138**	.130**	.163**
ocb6	.235**	.227**	.263**	.221**	1	.235**	.152**	.257**	.333**	.343**	.253**
ocb7	.161**	.420**	.354**	.176**	.235**	1	0.060	.087*	.178**	.113**	.440**
ocb8	.236**	0.068	.120**	.111**	.152**	0.060	1	.456**	.150**	.289**	.148**
ocb9	.160**	.102**	.133**	.142**	.257**	.087*	.456**	1	.236**	.344**	.150**
ocb10	.101**	.194**	.197**	.138**	.333**	.178**	.150**	.236**	1	.439**	.298**
ocb11	.165**	.122**	.175**	.130**	.343**	.113**	.289**	.344**	.439**	1	.280**
ocb12	.214**	.366**	.381**	.163**	.253**	.440**	.148**	.150**	.298**	.280**	1

\*\*  $p < .01$ ; \*  $p < .05$ 

Source: own elaboration.

Table 8

Basic correlation table for statements of CWB Scale

	cwb2	cwb3	cwb4	cwb5	cwb6	cwb7	cwb8	cwb9	cwb10	cwb11	cwb12
cwb1	.424**	.509**	.553**	.479**	.328**	.306**	.368**	.312**	.292**	.304**	.316**
cwb2	1	.563**	.322**	.313**	.231**	.232**	.233**	.248**	.224**	.144**	.157**
cwb3	.563**	1	.521**	.367**	.357**	.286**	.354**	.352**	.270**	.293**	.289**
cwb4	.322**	.521**	1	.607**	.488**	.339**	.540**	.453**	.409**	.541**	.494**
cwb5	.313**	.367**	.607**	1	.402**	.330**	.483**	.386**	.382**	.494**	.466**
cwb6	.231**	.357**	.488**	.402**	1	.396**	.415**	.517**	.382**	.364**	.477**
cwb7	.232**	.286**	.339**	.330**	.396**	1	.488**	.499**	.444**	.407**	.374**
cwb8	.233**	.354**	.540**	.483**	.415**	.488**	1	.521**	.609**	.562**	.542**
cwb9	.248**	.352**	.453**	.386**	.517**	.499**	.521**	1	.586**	.523**	.476**
cwb10	.224**	.270**	.409**	.382**	.382**	.444**	.609**	.586**	1	.592**	.535**
cwb11	.144**	.293**	.541**	.494**	.364**	.407**	.562**	.523**	.592**	1	.681**
cwb12	.157**	.289**	.494**	.466**	.477**	.374**	.542**	.476**	.535**	.681**	1

\*\*  $p < .01$ ; \*  $p < .05$ 

Source: own elaboration.

Table 9  
Basic correlation table for statements of Job Satisfaction Scale

	s2	s3	s4	s5	s6	s7	s8	s9	s10	s11	s12	s13	s14	s15	s16	s17	s18	s19	s20
s1	.475**	.451**	.296**	.342**	.343**	.292**	.321**	.373**	.358**	.469**	.223**	.175**	.344**	.211**	.194**	.156**	.083**	.136**	.345**
s2	1	.492**	.448**	.434**	.312**	.307**	.360**	.388**	.343**	.450**	.372**	.275**	.420**	.270**	.312**	.202**	.101**	.066**	.436**
s3		1	.560**	.511**	.459**	.630**	.662**	.508**	.418**	.633**	.340**	.221**	.353**	.332**	.294**	.222**	.174**	.204**	.414**
s4			1	.574**	.449**	.467**	.533**	.491**	.368**	.513**	.446**	.329**	.466**	.388**	.383**	.237**	.228**	.123**	.508**
s5				1	.505**	.471**	.495**	.475**	.452**	.552**	.504**	.372**	.586**	.438**	.464**	.312**	.233**	.135**	.614**
s6					1	.551**	.514**	.467**	.346**	.571**	.394**	.281**	.423**	.364**	.390**	.300**	.229**	.454**	
s7						1	.802**	.438**	.355**	.703**	.310**	.273**	.318**	.366**	.273**	.263**	.289**	.310**	
s8							1	.563**	.378**	.668**	.330**	.244**	.349**	.396**	.288**	.221**	.211**	.256**	
s9								1	.368**	.508**	.345**	.226**	.394**	.350**	.327**	.208**	.184**	.075**	
s10									1	.491**	.261**	.241**	.330**	.306**	.291**	.254**	.162**	.187**	
s11										1	.410**	.312**	.476**	.376**	.343**	.294**	.229**	.297**	
s12											1	.313**	.619**	.381**	.587**	.217**	.143**	.094**	
s13												1	.367**	.449**	.263**	.511**	.217**	.177**	
s14													1	.462**	.296**	.206**	.125**	.537**	
s15														1	.469**	.481**	.215**	.138**	
s16															1	.473**	.267**	.069**	
s17																1	.381**	.160**	
s18																	1	.283**	
s19																		1	
s20																			1

\*\*  $p < .01$ ;  $p < .05$

Source: own elaboration.