CHAPTER -2

Review of Relevant Literature

2.1 Introduction

2.2.1 Review of Studies on Employee Engagement

2.2.2 Review of Studies on Organizational Citizenship Behaviour

2.2.3 Review of Studies on Counterproductive work Behaviour
2.1 Introduction

Review of studies or literature is a chief precondition for genuine preparation and implementation of any research work. The researcher needs to obtain up to date information on what has been a consideration and said in their exacting research area so that they can drive benefit from the work of their forerunner. By reading many different studies, researcher will begin to; recognize data sources that other researchers have used; achieve a sense of the vital aspects of the topic, recognize facts for additional consideration; classify and become recognizable with the style of writing that is used - mainly within the ethos of the part that researcher is researching; Build researchers own reading and criticizing strategy; observe how researcher can prevent themselves from repeating any errors that have been discovered in prior work.

According to Scot & Wertheimer (1992), Review of literature assists to make improvement towards the explanation of new problems emphasize. Desai and Desai (1992) also said that “No research takes place in the void. Perceptions and ideology of others becomes our guide.” The way of research can be determined by studying the research material and literature. One gets important direction as to which project to comprise in the research and which types of variables to be appropriate while undertaking research, therefore a comprehensive review of the literature is important. It helps researchers to work out how to answer the questions and what questions should be asked; provides an up-to-date understanding of the subject; identifies the methods and statistics used in previous research on the topic; provides comparisons for their own research findings. With the help of literature review researchers are able to vitally summaries the existing knowledge in the
area of investigation, identifying if any strengths and weaknesses in prior work, so serving researcher to recognize them in their own research and thus they can get rid of the potential weaknesses, whilst bringing to the fore the potential strengths. A good and related literature will provide the framework within which to place current study.

The intention of the present chapter is to examine the studies undertaken in the past about employee engagement, organizational citizenship behaviour and counterproductive work behaviour.

In this regard, some important studies have been mentioned in this chapter. In the present study, it has been attempted to know about employee engagement, organizational citizenship behaviour and counterproductive work behaviour in service sector employees. Everyone knows that service sector is providing service directly to a human being. It is easy to work with the machine but is not so easy task to work with a human being. Thus, the researcher had aimed to study in the new direction

2.1.1 Review of Studies on Employee Engagement

One of the most powerful studies of engagement was carried out by Kahn (1990). Theoretically, Kahn started with the effort of Goffman (1961) who planned that “people’s attachment and detachment to their role varies” (Kahn 1990). However, Kahn claimed that Goffman’s work fixated on fleeting face-to-face encounters, while a dissimilar thought was needed to fit organizational life, which is “ongoing, emotionally charged and psychologically difficult” (Diamond and Allcorn 1985).

Kahn (1990) examined several disciplines to gain further understanding of the differing levels of attachment individuals expressed
towards their roles. It was originating that psychologists (Freud 1922), sociologists (Goffman 1961, Merton 1957) and group theorists (Slater 1966, Smith and Berg 1987) had all recognized the initiative that individuals are naturally hesitant about being members of ongoing systems and groups.

**Employee Engagement and Gender**

Anton Verona, Miro Simonic, Maria Vlasova (2016) examined the relationship between employee engagement and job satisfaction. People spend most of their time at work, and their motivation is considered to be a vital factor for job performance. The result of employee engagement on business performance has been studied by various experts. They found out the similar conclusion that ‘the more enthusiastic the workers are the better-operating results they achieve for the organization’. A random sample of 594 respondents who were employed in the public and in-public sector in Slovenia was used. The main aim of the research is to understand whether the employee engagement influences job satisfaction. The outcome confirms that the relationship between employee engagement and job satisfaction is positive and statistically significant. The result also shows that there is no statistically significant difference between employee engagement with regards to gender.

Gender differences have also been found to determine a level of employee engagement with their organization. The male employee is supposed to experience enrichment from work to family while on the other hand female employee is found to experience depletion from work to family. Further women workers experience enrichment from family to
work, men workers experience no links from family to work (Rothbard, 1999).

There is a contradictory view regarding which one (men or women) is more engaged with the organization. Gallup’s US research found that women find more fulfillments in their works and as a result of which fairer sex is more engaged than men (Johnson 2004). The same researcher did not find any significant difference in employee engagement level when research is conducted among Thai employees.

Several types of research showed mixed results of a relationship between gender and employee engagement. Some of them found that female have higher engagement level than male (Rothbard, 1999), some found that female have lower engagement level than female whereas some found that there is no difference in engagement level of male and female. Rothbard (1999) measured the relationship between work engagement and gender differences in terms of work enhancement. Gallup’s US researchers reported that females tend to discover more fulfillment and satisfaction in their jobs and are more engaged than male (Johnson, 2004).

Komala and Prabhu (2016) investigating gender difference found the mean score on employee’s engagement 35.50 for a woman which was greater than the mean score found out for men (25.15). The t-test conducted between man and woman employees exposed a significant difference in their mean scores (t=11.640, Significant at 0.01 level).

Kapoor and Anthony (2013) accomplished those male employees of manufacturing are relatively highly engaged with workplace than female employees of the same sector. In the service sector, female
engagement is higher than male employees. According to this, we come to know gender-based engagement variations in Indian organizations.

In a stand by Kant and Kirty (2017) F-value indicated that the difference in the age group was not significant. Data Reveals that on the basis of gender, men (mean = 4.12) have more job satisfaction due to engagement rather than women but men and woman do not differ significantly.

**Employee Engagement and Type of Organization**

Collins (2013) studied employee engagement and organizational commitment using a proportional approach to private and public sector employees in Ghana. Pearson product-moment correlation and t-test revealed a significant positive relationship between employee engagement and employee commitment. Employees of private organizations have an advanced level of employee engagement and organizational commitment than employees in public organizations, and long-and short-tenured employees did not vary in commitment levels.

Sharma and Hussain (2014) conducted research on employees of private and public sector organizations based in Delhi/NCR. Ashmos and Duchon (2000) scale for evaluating workplace spirituality and for employee engagement, scale by Schaufeli et al. (2002) were used to collect data. The result of the research indicated that in the public sector organizations, higher level spirituality at work among the employees was found and higher score in engagement, although private sector employees scored low on workplace spirituality and also scored low on employee engagement. The positive relationship between the scores of workplace spirituality and employee engagement was found.
Martinelli (2014) said that ‘It is common think we all know that employee engagement has a significant impact on organizational outcomes’. We all know that which thing motivates public sector employees than the private sector. Employee engagement can differ between individuals and public-private sectors. Intrinsic and extrinsic rewards play an important role in the motivation of employees in both sectors.

Employee Engagement and Marital Status

Gallup research (2012) noticed a significant difference between employees who are married and those who are unmarried. It was found that married employees have a higher level of engagement than the employees who are unmarried. This indicates that employee settled in both professional and personal life tends to be more engaged with the work.

Shukla (2015) examined the engagement level of employees and which demographic variables such as different designations, years of work experience, qualification, age, gender, marital status, and personality. This study was carried out amongst the employees of Indian web based B2C e-commerce company located in the National Capital Region (NCR) with a sample size of 90 participants. An analysis was conducted using t-tests, ANOVA, and multiple regression analysis. Results indicated significant differences in engagement scores for three demographic variables i.e., gender, marital status, and experience. Female employees were more engaged in their jobs as compared to male employees in the organization. Engagement levels of married and senior employees were also found higher.
As per findings of Komala and Prabhu (2016) the score for employee’s engagement on marital status indications 29.15 for unmarried employees which are higher than married (28.16). The t-test also conducted between unmarried and married indicated there is no significant difference in their mean scores (t=0.872, No significant difference)

Kant and Kirty (2017) studied on the basis of marital status, both married as well as single employees (mean = 4.10) are equally satisfied with their job owing to engagement but there is no significant difference was found in married as well as single employees.

**Employee Engagement and Age**

Age of the employees is also measured as the vital standard of individual difference and also for employee engagement. Milner et al. (2011) revealed employee engagement in five age groups of employees; emerging adults (less than 24 years), settling in adults (25-39), prime-working years (40-54), approaching retirement (55-65), and retirement eligible (66 and older). They found that employee engagement keeps on increasing with age of the employee. Overall, the retirement eligible group reported the highest engagement while the emerging adults reported the lowest engagement. But on opposing to Milner et al. (2011), Swaminathan and Ananth (2009) revealed that no correlation found between age of the employees and employee engagement. On the same note Wilson (2009) also suggested that there is no significant difference in engagement level among employees of different ages.

Maslac and Leiter (2008) explored the effect of variables such as age, work experience, sex, on employee engagement. Age and work
experience are related factors. In most of the cases, as one grows with age, his work experience also increases. Because of stability and maturity in life, older people experience more job satisfaction and high level of engagement. James (2007) also reported that older employees were more engaged than younger employees. Usually, females are found to be more responsible; hence they are more engaged in their work. Research findings are still inconclusive on the relationship between gender and employee engagement. Yildirim (2008) noted in his study of Turkish counselors that there is no significant difference between males and females. However, Avery et al. (2007) found that women were more engaged than their male co-workers. Varied results found by some researchers (Schaufeli, et al. 2006; Sprang, et al. 2007) mentioned that females are at higher risk of developing stress due to competing for work culture and household tasks and therefore, they feel higher levels of burnout and consequently may report lower levels of engagement.

Komal and Prabhu 2016 The mean scores of employee’s engagement by Age indicate that 45.00 for the age group 41 -45 years, 29.68 for 31-35 years, 29.63 for employees between 36-40 years and the lowest of 25.39 for 26-30 years. This indicates that as age rises their engagement level is also high. The ANOVA test conducted between the mean scores of age groups revealed a significant difference in their mean scores (F=36.861, Significant at 0.01 level of significance).

**Employee Engagement and Experience**

Another personal factor like employees ‘experience with the present organization is also effective to employees’ engagement. It has also been found that the longer employees stay with an organization, the less engaged they become (Ferguson, 2007; Truss et al., 2006). In other
words, the experience and engagement are found to have opposite relationship with each other. The finding highlights the fruitfulness of engagement and also the need of ensuring employees is engaged in the long term with their job. According to Perrin (2003) worker engagement is a continuous process which never ends and an organization needs to provide meaningful and emotionally inspiring work experience to their employees for the continuance of high employee engagement. And thus experience or stay of employee become valuable for the organization.

Mohapatra and Sharma (2010) also found work experience as a reliable forecaster of employee engagement amongst all variables like age, gender, educational qualification, work experience, and designation. Thus, we can say that there is a link between the engagement level and demographic characteristics of the employees. This study was showed to further investigate the variation within each of the demographic variables like designation, years of work experience, educational qualification, age, gender and marital status of the employees.

Kant and Kirty (2017) revealed the results with regard to experience who have the 1-2 year or less experience (mean =4.23) are more satisfied with their job owing to engagement as compare to those who have more experience in the current job. The F-value (0.63) shows that there is no significant difference on the basis of the experience of employees. Swaminathan and Ananth (2012) found that income and experience significantly effect on employee engagement. They revealed that employees who have more experience and high salaries do have commitment and involvement towards their work likened to others.
Employee Engagement Leader and co-worker behaviour

Ariani(2015) examine the relationship model of supervisor relations, co-worker relations, psychological conditions, and employee engagement. In particular, this study aims to test models of influence psychological conditions on employee engagement in the workplace. In addition, this study also aims to examine the influence of psychological condition variable as a mediator variable on the relationship between good relations with co-workers and supervisors and employee engagement. This research was conducted at the private companies in Yogyakarta, with a sample of 191 employees. Testing four models of the relationship is done by using structural equation modeling with AMOS program. Results of this study show that most models fit to the data. There is mediating model of psychological conditions on the relationship between supervisor relations, co-worker relations and employee engagement. This study confirmed previous research showing that psychological conditions as mediated variable between antecedents and employee engagement.

Leaders and co-workers impact organizational engagement through their followers. Leaders can have a great impact on engaging employees within the organization. Transformational leadership emerges as a style that fosters the development of employee engagement. As Kaiser, Hogan, and Craig (2008) suggest, Transformational leadership changes the way followers see themselves-from isolated individuals to members of a larger group. Transformational leaders provide an inspiring vision of goals that can help overcome self-interest and narrow factionalism in organizations.
Bakker and Schaufeli (2008) found that employees who have positive interactions with their managers have increased levels of engagement. Additionally, Walumbwa, Orwa, Wang, and Lawler (2005) found that using a transformational leadership style leads to increased organizational commitment and job satisfaction, and still Cartwright and Holmes (2006) found that leaders who focus on relationship building and trust development increase engagement levels.

From this perspective, transformational leaders have the capacity to directly impact the engagement levels of their employees (Nohria, Groysberg, & Lee, 2008) and are able to meet the human and work needs of their employees, a dividend of a very unique and empowering style.

2.1.2 Review of Studies on Organizational Citizenship Behaviour

Organizations want employees who go beyond the normal expectations in their job and also support peers in a way that welfares the organization. OCB suggests performing above the normal course of duty. OCB improved team spirit, morale, and cohesiveness (Podsakoff 2009). Organ (1997) describes OCB “as contributions to the improvement of the social and psychological situation that supports task performance”. OCB is well-defined as an optional behaviour that is not part of an employee’s formal job necessities but nevertheless encourage the effective functioning of the organization (Robbins et al., 2009). OCB is a term used to define organizational behaviour that goes beyond what is expected of the employee. It includes appropriate behaviours, such as regularity, humanity, helping others, innovating and volunteering, as well as the absence of unwanted behaviours, such as complaining, quarreling (Crafford, et.al, 2006).
Walter (2004) defined the idea of citizenship performance and reviews some of the industrial-organizational psychology research works on organizational citizenship.

Morrison (1994) measured and proposed a need for the re-conceptualization of Organizational citizenship behaviour. He also established that employees differed in what they well-defined as in-role and extra-role behaviour, that these changes were connected to commitment and social signs, and that employee was more likely to display organizational citizenship behaviour (OCB).

Kim (2011) investigated the antecedents of organizational citizenship behaviours by using data consisting of 196 part-time instructors. The results indicate that job satisfaction has a positive effect on organizational citizenship behaviours (OCB) and turnover intentions has a negative effect on OCB. The study also shows that the effect of occupational commitment on both turnover intentions and OCB was not significant. This research also reveals some of the vital issues in the management of part-time employees in service organizations.

Dyne and Ang (1998) examine the relationship between two attitudes (commitment and psychological contracts) and organizational citizenship. They found a strong relationship between these two attitudes and OCB for contingent workers than for regular employees. It revealed that when contingent workers have positive attitudes about their relationship with an organization, they engage in OCB. The research also discusses the implications of these unpredicted results for theory and practice.
Lin (2010) explored a research model from the perspectives of social identity and resource allocation, by examining the influence of corporate citizenship on organizational citizenship behaviours (OCBs). It indicated that OCB were positively influenced by perceived legal citizenship and perceived ethical citizenship, while negatively influenced by perceived discretionary citizenship.

**Organizational Citizenship Behaviour and Gender**

As per findings of Mohammad Amin (2013) about the relationship between gender and OCB, Gender acts as an element of OCB in this study. In the examined hospital, males had more OCB than females. Yaghoubi et al, (2010) shown sex didn’t have a meaningful relationship with OCB. However, Dolan et al, (2013) in their study have pointed that gender has a positive and important relationship with OCB (Dolan et al, 2013). In the review by Podsakoff and his colleagues (2000), the authors reported that there were no gender differences in OCB. However, shortly thereafter Kidder and McLean Parks (2001) drew from gender role theory to suggest that some dimensions of OCB may be an effect on women, while others may be an effect on men.

According to Mayel et al, (2013) OCB are closely associated with gender Zin-Abadi (2009) reveals that female teacher experience more responsible in the schools than male. Wanxian and Weiwu (2006) maintained that being female is positively related to OCB in different enterprises in North China. The research supports the idea that gender is a significant factor in performance and female shows less OCB than male.
As per findings of Uzonwanne, (2013) men and women are rewarded dissimilar in performance evaluation based on their participation in OCB (Allen, 2004). Exploring as a personal characteristic, gender may influence an employee’s perceptions of the place of work (Cooper et al, 2001) Research on gender differences has focused on two of Organs (1988) dimensions; helping and civic virtue. The helping dimension includes behaviour that helps another person (e.g. support others with their workloads). However, the aspect of civic virtue includes behaviours that imitate responsible contribution in, association with, and concern about the life of the organization (e.g. attending non-mandatory meetings) (Heilman and Chen, 2005). Females are usually stereotyped as warm, friendly, relationship-oriented and interdependent (Langford & MacKinnon, 2000). Therefore, males extremely involved in OCB may engage in more team efficacy than females, who are highly involved, representing that gender stereotyping moderate relationships between OCB and team efficiency (Langford & MacKinnon, 2000).

**Organizational Citizenship Behaviour and Type of Organization**

According to Sharma (2011), Organizational citizenship behaviour (OCB) is a newly rising concept in the literature of organizational behaviour. The result had shown a significant difference in OCB of employees in public and private sector organization. Data were collected from 200 employees consisting of administrative and non- administrative staff from both the public and private sector organizations. The results showed that employees in public sector organization have the superior level of OCB in comparison to private sector organizations and also the job satisfaction is related to OCB.
Barrick and Mount (1991) found that in public sector agreeable employees are more than the private sector.

**Organizational Citizenship Behaviour and Marital Status**

Bahrami (2013) examined that demographic determinants of organizational citizenship behaviour in a hospital setting. This research was done through cross-sectional technique and stratified-random sampling method was used in an educational hospital of Yazd, Iran in 2013. A total number of 100 employees participated in the study. The mandatory data was gathered by using Mckinsey organizational citizenship behaviour questionnaire. Data analysis was done with SPSS 16. Descriptive statistics and chi-square test were used for data analyzing. Results of the study exposed that gender and profession have statistical relationship with employees’ organizational citizenship behaviour. However, age, education, marital status and professional experience have no statistical relationship with the acuity of organizational citizenship behaviour (P value= 0.56, 0.53, 0.82 and 0.06 respectively). Bahrami (2013) found that marital status had not a significant relationship with OCB.

Yaghoubi et al,(2010) research also showed that marital status has no a statistical relationship with OCB which confirming Bahrami (2013) findings.

On the other hand, Iranzadeh et al; (2009) research on the employees of Mohagheghe Ardabili university have shown that marital status has statistical relationship with OCB (P<0.001).

Research of Mahnaz et al; (2013) reveals the idea that married employees have a higher level of commitment to OCB. This conception
is acceptable from this viewpoint that, married people show more commitment to life and work. Robbins and Judge (2009) declare that personal individual characteristics such as age, sex, and marital status affect some variables such as job satisfaction, turnover, performance, and OCB. Many researchers have revealed that there is no significant relationship between OCB and marital status. Amin et. al (2013) and Namazzi (2011) also declared in their study that married and unmarried employees indicated the same level of OCB in their organization.

**Organizational Citizenship Behaviour and Age**

According to Bahrami (2013), age did not act as an element of OCB in his study. He opined that the OCB scores did not have a statistical relationship with the age group of participants.

Dolan et al., (2013), in their study, have revealed that age has a positive and significant relationship with OCB. Also, older employees indicated a higher level of OCB than younger employees (Dolan et al, 2013). Nadiri and Tanova (2010) have agreed on this result. Yaghoubi (2010) exposed that age has a statistical relationship with the employees OCB (P=0.0001). Although these studies have shown the relationship between age and OCB, some other studies such as Iranzadeh and Asadi(2009) have unsuccessful to show the equal relationship.

Age is becoming a leading topic for HR professionals (Kooijet al., 2010). Therefore, it is vital to carry out extensive research on the influence of age in Human Resources and Organizational Psychology both field (Kanfer and Ackerman, 2004). Aging workforces are defiantly helpful to the organization in a positive manner. (Kooij-2010). Indeed, while still many prejudices believe that older people become a burden to
organizations as they age. (Hershey, Jacobs-Lawson and Neukam, 2002). Older employees can be potentially very precious to organizations; they can also be an important asset, because of its superior experience and knowledge (Kanfer and Ackerman, 2004). Moreover, aging workers are generally contemplated to be more trustworthy, fruitful, and dedicated to the organization (Harper, Khan, Saxena and Leeson, 2006; Ng & Feldman, 2008). Considering the above advantages of aging employees is an increased quantity of OCB.

Older employees are more cooperative with their coworker (Singh & Singh, 2010), compared to their younger colleague. Older workers were previously found to have a more positive psychological perception of community compared to younger ones (Singh & Singh, 2010). Uzonwanne, Francis C. (2013) trying to find out a significant difference in the organizational citizenship behaviour based on this variable; gender, educational level, and marital status.

**Organizational Citizenship Behaviour and Experience**

Bahrami (2013) findings showed that professional experience has not a significant relationship with OCB. Nadiri and Tanova (2010) in their investigation, showed that tenure has a positive and significant statistical relationship with OCB ($r=0.21$, $p<0.01$).

According to Mayel et al, (2013) the employees who have more than 31 years of working experience show the higher level of OCB ($\alpha \leq 0.030$, $p<0.05$). This may occur because the employees who have been with the organization for a long time come to know how to help others and can easily solve their problems. Meyer and Allen (1984) consider that attitudes would become steady with people over time.
In addition, Mearaj (2010) said that employees who had spent 21 years or above in the work field are more expected to show different organizational citizenship attitude. So the number of years with an organization would boost commitment to the organization and hence higher OCB performance.

**Organizational Citizenship Behaviour and Education**

Mohammad Amin (2013) findings failed to approve the educational level as an element of employees’ OCB. No significant relationship was observed between education and OCB (P=0.53). The similar result found by Yaghoubi et al, (2010) indicated that educational status has no statistical relationship with OCB which approve Bahrami (2013) findings.

Nevertheless, Dolan et al., (2013) in their study have established that there is a negative relationship between OCB and educational level (r=-0.06). Nadiri and Tanova, (2010) results are opposite of the above-given result, which showed that educational status has a positive and significant statistical relationship with OCB (r=0.159, p<0.05)

As per research of Mahnaz et al., (2013) organizational citizenship behaviour (OCB) is one of the most important matters that recently have grown special attention in studying organizations. Recent studies show that employees reveal the special interest in OCB and it can be influenced by their characteristics. This study was planned to investigate the relationship between OCB and its characteristics (including gender, whether employees married or not, educational qualification, type of occupation, age, salary and incomes, background, type of employment, department/office, job position, and duration of
employment,) in the Tehran's hospitals. The 333 participants chosen based on multistage sampling form Tehran hospital. Mann-Whitney and Kruskal Wallis tests and one-way ANOVA were used for this research. The results showed that all demographic characteristics apart from ethnicity had a significant effect on OCB.

Amin et. Al., (2013) in their research were unsuccessful to find a significant relationship between educational level and OCB. Yaghoubi et al (2010) in their research also found that educational status has no statistical and significant relationship with OCB. Another study that carried out accomplished that there is a significant negative relationship between OCB and its dimensions with educational level (Dolan et al, 2013) With these common results, one can conclude on inconsistency, that's why we need to examine this exacting group of employees.

Organizational citizenship behaviour, leader and co–worker behaviour

Tepper (2004) developed and tested the prediction that the relationship between coworkers’ organizational citizenship behaviors (OCBs) and fellow employees’ attitudes depends on the supervisors’ abusiveness. Results of a longitudinal study using data collected from 173 supervised employees at 2 points in time (separated by 7 months) suggested that coworkers’ OCB was positively related to fellow employees’ job satisfaction and affective commitment when abusive supervision was low. However, when abusive supervision was high, coworkers’ OCB was negatively related to job satisfaction and was unrelated to organizational commitment. The results of a 2nd study were consistent with the idea that the attributions employees make for their
coworkers’ OCB explains the moderating effect of abusive supervision on the relationship between coworkers’ OCB and job satisfaction.

Liao et al., (2004), in a study showed, the impact of an employee’s dissimilarity to co-workers (in terms of personality and demographics), will have on an employee’s deviant workplace behaviour. The research revealed that dissimilarities in ethnicity, agreeableness and openness to experience were significantly related with organizational deviance, whereas dissimilarities in gender, conscientiousness and extraversion were related with the interpersonal deviance at workplace. Perceived organizational support and commitment along with co-worker’s support and satisfaction mediated the relationship between dissimilarities among employees and deviant behaviour. Their findings implied that, dissimilar employees, in terms of ethnicity and agreeableness to their work groups, were less engaged in organizational deviance, while, age dissimilarity positively predicted the co-worker support. High organizational commitment and co-worker support lead to low interpersonal and organizational deviance.

2.1.3 Review of Studies on Counter Productive Work Behaviour

Counter Productive Work Behaviour and gender

In a study by Paul E. Spector, and Zhou (2013) gender differences in counterproductive work behaviour has been studied. An investigation was conducted of 915 employed individuals recruited from the university. Gender was found to the sensible relationship of job stressors and personality with CWB. Counterproductive work behaviour (CWB) harms the organization and also harmful to its employees.
According to Sackett et al; (2009), Hershcovic et al (2007), and Liao et al., (2004) gender is correlated with CWB and men and women differ in CWB’s various forms. In terms of Aggression, for instance, men are said to have a tendency to be more aggressive than women. Clark (1996) revealed that women are significantly more likely to mention good relations with managers. In addition, various findings indicated that women employees engage less in abnormal behaviour than men employees (Deaux and Lewis 1984, Henle 2005).

Males are usually more related to the aggressiveness. It is a vital characteristic of the male (Frodi, Macaulay and Thome 1977) Kaukiainen et al., (2001), Oswald and Lindstedt 2006). However, there is a large quantity of research that supports the idea that man is generally more aggressive than the woman (Eagly and Steffen, 1986), Lindeman, Harakka and Keltikangas-Jarvinen (1997). These researchers examine reports of actual aggressive behaviour. The connection between gender and aggression has been examined within numerous different domains. In meta-analyses of aggression in children, boys have been found to engage in more verbal and physical aggression than girls, even though there is a propensity for girls to engage in slightly more indirect aggression (Archer 2004) (Card, Stucky, Sawalani and Little – 2008) As mentioned above, Eagle and Steffen (1986) showed that for adults in an-work settings, men tended to act more aggressively than women. However, it is not the case that men are always more aggressive than women, in contrast to the popular stereotype about male aggression.

Additionally, Spector (2010) reports data to address this relationship using a further differentiated typology of CWB. Males reported performing more overall CWB, interpersonal CWB, abuse, and
relational aggression, while there were no gender differences for more organizationally directed CWBs such as sabotage or theft, as well as for physical aggression, although the author notes this could have been due to the low incidence of this type of aggression reported in the sample.

Erik Gonzalez-Mulé (2013) examined gender differences in personality predictors of a workplace aggression, counterproductive work behaviours (CWB-I). Students (n=212) who were part-time employees working at least 15 hours in a week. Measures were included in sample like the five-factor model (FFM) personality traits and two circumplex personality traits (Calmness and Pleasantness), as well as a measure of CWB-I. to examine hypotheses hierarchical regressions and tests of mean differences were used. Results usually supported the hypotheses as shown by the significant interactions between gender and personality traits in predicting CWB-I. Agreeableness and Pleasantness negatively related to CWB-I among males, but not related to females. Emotional Stability significantly (negatively) related to CWB-I among females, but not in males.

In order to ascertain whether CWB differs significantly with regard to gender in the Nigerian maritime industry, t-test of the difference of means was carried out. CWB differs significantly with regard to the gender of employees in the selected sample government sector: (df = 732, T = -2.453, p < 0.05). Based on the above statistics, sub-hypothesis (1), which states that CWB does not differ significantly with respect to gender, is not supported by the finding of this study – hence, it was hypothesized that CWB significantly differs between male and female employees in the Nigerian maritime industry. The finding of this study reveals that CWB is significantly different with respect to
gender in the Nigerian maritime industry. The finding of this study is in line with the studies conducted by O’Fallon and Butterfield (2005) as well as Lau, Au, and Ho (2002).

**Counterproductive Work Behaviour and Type of Organization**

Kingsley Nyarko (2015) examines the relationship between organizational injustice (OI), interpersonal conflict (IC) and counterproductive work behaviour (CWB). Cross-sectional survey design used, 119 participants selected from public and private corporate bodies in Accra. Participants finished questionnaire on (OI), (IC) and (CWB). To analyze the data the r Pearson and the independent samples t-test were used. The results indicate that organizational injustice and interpersonal conflict positively correlate with counterproductive work behaviour. Moreover, the result shows that older workers show more counterproductive work behaviour than younger workers. However, there was no gender difference found in counterproductive behaviour.

**Counterproductive Work Behaviour and Marital Status**

Ignatius Ikechukwuuech et al. (2017) examines CWB and socio-demographic characteristics among employees in the Nigerian maritime industry. Total 1,000 employees elected through multistage sampling approach. The data were analyzed with ANOVA and t-test. Based on the analysis carried out, CWB was found to be significantly related to gender, age, marital status, employee care, and income, while employees’ level, educational achievement is not significantly related to CWB. A one-way ANOVA was conducted to investigate the relationship between CWB and marital status. It revealed that the mean score in the marital status values was significantly different. Hence, it
was hypothesized that CWB significantly differs regarding the marital status of employees in the Nigeria maritime industry. This ruling is similar to the one reported by Robinson and Greenberg (1998) and Peterson (2002).

On the other hand, it contradicts the finding reported by Paul-Titus (2009) and Uchenna (2013). A one-way between-groups analysis of variance was conducted to explore the relationship between CWB and marital status. It indicated that the mean score in the marital status values was significantly different. Based on the results CWB is not significantly different with respect to marital status, is not supported by the finding of this study; hence, it is hypothesized that CWB significantly differs concerning the marital status of employees in the Nigeria maritime industry. This finding is similar to the one reported by Robinson and Greenberg (1998) and Peterson (2002).

**Counterproductive Work Behaviour and Age**

Ayse Hatun Diricana, OyaErdilb (2016) explores the relationship between academic staff’s characteristics like age, gender, rank, and tenure with their Organizational Citizenship Behaviour (OCB) and Counterproductive Work Behaviour (CWB). The sample was selected from 50 public universities all the way through Turkey. Data composed from 645 academicians were used in the study. The results showed that older academic staffs display more OCB and less CWB than younger staff. In addition, women and men showed no significant difference in OCB.

Age has a close negative relationship with CWB. Different studies showed that young employees exhibit more violent behaviors than older
employees (Glomb and Liao, 2003; Henle, 2005). Furthermore, NG and Feldman (2008) verified that older employees may be engaged in less CWB because of they have more control over their depressing or negative emotions.

Zacher, Feldman, and Schulz (2014) explained this situation that older employees may be interpreting actions with their colleague, supervisor and clients in a different way from their young co-worker, as they had more expressively positive and vital experiences.

According to Brienza (2013), different forms of organizational justice would predict counterproductive work behaviour (CWB) depending on employees’ age. In this study, 192 employees finished an online survey which assessed the crucial variables. Regression analysis revealed the two-way interactions. The findings are in line with aging research reveals that, whereas younger people are more forced by influential concerns, relational concerns become more relevant as they age.

A one-way between-groups analysis of variance was conducted to explore the relationship between CWB and age, it indicated that the mean score among the age-groups did not differ significantly. From the above statistics, sub-hypothesis (2), which states that CWB does not differ significantly with respect to age, was not supported by the finding of this study; hence, it was hypothesized that CWB significantly differs between the age-groups of employees in the Nigerian maritime industry. This finding corroborates the finding of the studies carried out by Baucus and Near (1991) and Martinko, Gundlach, and Douglas (2002).
Counterproductive work behaviour and income.

A one-way between-groups analysis of variance was conducted to explore the relationship between CWB and income. It indicated that the mean score for the 1\textsuperscript{st} and 2\textsuperscript{nd} income-level employees were significantly different, while that of the 3\textsuperscript{rd} and 4\textsuperscript{th} income groups did not differ significantly from either the 1\textsuperscript{st} or the 2\textsuperscript{nd} income groups. Based on results, CWB is not significantly different with respect to the income of the employees, is not supported by the finding of this study; hence, it is hypothesized that CWB significantly differs between the income levels of employees in the Nigerian maritime industry. This finding is similar to the one reported by Robinson and Greenberg (1998) and Peterson (2002).

Counterproductive work behaviour, leader and co-worker behaviour

A few studies have looked at characteristics of the leader or leader-subordinate relationship as predictors of CWB. One study looking at this relationship examined the effects of high or low leader-member exchange (LMX) on citizenship and retaliation behaviours (Townsend, Philips, & Elkins, 2000). The theoretical basis of LMX is that dyadic supervisor-subordinate relationships and work roles are negotiated over time through many interactions in which both supervisor and subordinate determine the type and quality of the relationship (Bauer & Green, 1996). High-quality leader-member exchange relationships have been associated with many positive outcomes including citizenship behaviours, subordinate satisfaction, and subordinate promotions (Bauer & Green, 1996).
In an attempt to examine the flip side, Townsend and colleagues (2000) looked at outcomes of poor LMX relationships. They found that supervisors reported a higher incidence of CWB (which they termed retaliatory behaviours) against the organization among subordinates in poor exchange relationships. High LMX relationships, on the other hand, were negatively correlated with supervisor reports of subordinate retaliation. This research suggests that leaders do have some impact on subordinate readiness to commit retaliatory acts that fit the definition of CWB. Tepper’s (2000) aforementioned work on outcomes of abusive supervision spoke to this relationship as well. He found that self-reports of abusive supervision correlated with many psychological strains such as anxiety, depression (r=.18), and emotional exhaustion. However, this research did not examine the effects of abusive supervision on behavioural strains such as CWB.

Mars’ (2000) found that verbal aggression from supervisory sources, both witnessed and experienced, is negatively related to the affective outcomes of job satisfaction, affective organizational commitment, organizational citizenship behaviors, trust in management, and positively related to stress. Moreover, verbal aggression from supervisors is associated with higher levels of deviant acts (CWB) on the part of organizational members and is associated with higher levels of intentions to leave the organization (Mars’s, 2000). In order to understand deviance as Mars’s conceptualized it, it is necessary to refer to Robinson and Bennett’s (1995) work. Robinson and Bennett break deviance into four distinct categories: production deviance (e.g. purposely working slowly), property deviance (e.g. wrecking supplies), political deviance (e.g. manipulating gossip to affect promotions), and
personal aggression (e.g., beating someone up at work). Since deviance is operationally similar to CWB, relationships among the variables in Mars’s study should be similar when CWB is used as the dependent variable instead of deviance.

The importance of trust in co-workers is magnified by the prevalence of work team and tasks interdependence in organizations (Lau & Liden, 2008). Tan and Lim (2009), using full-time agents of a life insurance company in Singapore as samples, reveal that co-workers’ benevolence and integrity factors were significantly and positively related to trust in co-workers. This study extends Tan and Lim’s work by examining co-workers’ social undermining behaviour as antecedent of trust in co-workers. The aim of the current study is to show that co-workers’ social undermining behaviour has an indirect impact on work behaviour’s through trust in co-workers. It is expected that when employees do not perceive themselves as the targets of co-workers’ social undermining behaviour, they would trust more in co-workers, and thereby perform more citizenship behaviour and commit less counterproductive work behaviour.