

“Workplace Climate and Organizational Citizenship Behavior among Employees of Plastic Manufacturing Companies in Butwal Industrial Estate, Nepal”

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Abstract

The purpose of the study is to explore the relationship between workplace climate and organizational citizenship behavior of the employees of plastic manufacturing industries. It looks closely at how various aspects of workplace climate, such as organizational support, job satisfaction, and training and development influence the key qualities of OCB, including altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. The study used a quantitative approach, gathering responses from 355 employees working in plastic manufacturing companies in Butwal Industrial Estate through structured questionnaires and a simple random sampling method. The data were examined using statistical tools, including PLS-SEM software, which involved the assessment of measurement items, model fit evaluation, importance-performance map analysis (IPMA), and the implementation of bootstrapping method for hypothesis testing. The results revealed that organizational support of independent variables is the key predictor of courtesy. Likewise, training and development are the key predictors of conscientiousness. Also, job satisfaction is the key predictor of altruism. It concludes that the major influencing factors such as training and development, organizational support along with job Satisfaction plays a key role factor to the organization citizenship behavior. Implementing these contributing factors can lead to a positive outcome for the policymakers as well as the management team of Butwal Industrial Estate.

Keywords: *Manufacturing Companies, organizational citizenship behavior, workplace climate, Butwal industrial estate, economic development.*

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I. Introduction

The Industrial sector is one of the major sectors of economic growth, yet most industries are faced with problems in relation to employee satisfaction as well as productivity and the general working environment (Katz & Kahn, 1978). Nepal has been enjoying a high rate of industrialization in the last decades with the plastic manufacturing industry now playing a pivotal role in the local production and the creation of new employment opportunities. Nonetheless, this expansion has come with a number of challenges at the workplace, low job satisfaction, lack of organizational support and inadequate training and development. These problems help create dissatisfaction among employees, demotions and a sense of not being committed to these jobs and this ultimately influences their intention to perform more than the job requirements. discourages employee

participation to indulge in additional role behavior such as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship that are fundamental components of Organizational Citizenship Behavior (OCB) (Bateman & Organ, 1983). This growing concern has raised serious concern regarding the long-term sustainability and competitiveness of these industries, highlighting a comprehensive investigation into the factors influencing OCB.

Environmental factors such as job satisfaction, organizational support and training and development determine a supportive workplace climate, which is critical in the level of OCB among employees (Podsakoff et al., 2000). Job satisfaction gives employees a feeling of belonging and purpose and leads to their behavior that is beneficial to their organization even when not in the line of duty. Similarly, organizational support ensures that employees feel valued, reinforcing their commitment to extra role behaviors like courtesy and civic virtue. Employees are motivated to behave in conscientious and altruistic ways when they have training and development opportunities that make them have the required knowledge and skills. On the other hand, the absence of these will cause disengagement, dissatisfaction and unwillingness to go beyond the specified roles (Eisenberger et al., 1986). Although past studies have already identified the significance of these factors in organizational success, very little is known on how these factors directly influence OCB in plastic industries of Nepal.

Despite numerous studies on workplace climate and OCB in various sectors, a few studies have been done on the plastic manufacturing industries in Nepal especially in the Butwal industrial area. Most existing studies have been conducted in developed economies, and under various industrial settings like automobile and service industries. Additionally, the studies that have been conducted in Nepal have concentrated on general employee satisfaction, and not on the delicate relationship between factors at the workplace climate and OCB. This study aims to bridge this gap by offering empirical evidence on the relationship between job satisfaction, organizational support and training and development and OCB dimensions (altruism, conscientiousness, civic virtue, courtesy and sportsmanship) amongst the employees of plastic manufacturing sectors in Butwal. Through this, this study provides a contextualized insight into the workplace climate, and its effects on OCB, in an area that has been massively neglected.

The concept of workplace climate is the collective perception of the employees about the work environment, which comprises of areas like leadership, communication, and company policies. It has been known to be a determinant factor that is very crucial in employee behavior and organizational success. Organizational Citizenship Behavior was coined by (Bateman and Organ,

1983), meaning it is an extra-role that is voluntary and can be said to help the overall operations of an organization. OCB is a collection of dimensions, the dimensions being altruism (helping colleagues), conscientiousness (following organizational rules), civic virtue (participating in organizational activities), courtesy (respecting other employees), and sportsmanship (behaving in a positive way) (Organ, 1988). The plastic industry in Nepal, though still in a developing phase, has seen rapid expansion, particularly in Butwal, an emerging industrial hub. However, the industry possesses a big challenge of managing workforce, and it is essential to explore the impact of workplace climate on the behavior of the employees.

The importance of carrying out this research is of great value to different stakeholders. Managers in the plastic industry can learn a lot about creating a healthy work environment that supports Organizational Citizenship Behavior based on which it is possible to improve the efficiency of the organization and retain employees (Setyaningrum et al., 2021). However, due to increasing plastic industries in Butwal Sub-Metropolitan City, it continuously faces various challenges that may hinder the productivity of an organization. Most of the research conducted before focuses on employee satisfaction or performance appraisal without conducting any aspect of workplace climate that may influence OCB components. Policymakers can use the findings to implement regulations and policies that support workforce development in the industrial sector. Furthermore, this study serves as a foundation for future researchers exploring workplace climate and OCB in Nepalese industries, filling an important research void. This research addresses the critical gap evaluating through impact of organizational support, job satisfaction, training and development on OCB dimension among the employee of plastic manufacturing industries in Butwal industrial estate. By addressing critical workplace challenges and proposing solutions, this research contributes to the sustainable growth and competitiveness of the plastic manufacturing industry in Nepal and grounded insight for industrial managers, policymakers and scholars interested in conducting sustainable organizational behavior in emerging economies in Nepal as well as others various regions of the world.

II. Literature Review

Social Exchange Theory

Social Exchange Theory provides the strongest foundation on explaining the role of the climate in workplace in shaping Organizational Citizenship Behavior. Cropanzano and Mitchell (2005) argue that workplace relationships work in a two-way flow where employees react well whenever they perceive support and fairness from their organization. When the employees feel appreciated in

terms of recognition, resources or positive treatment they reciprocate by exhibiting altruism, courtesy, and other OCBs. SET also clarifies why job satisfaction is closely tied to workplace courtesy and sportsmanship. Employees are prepared to embrace positive attitudes towards their respective organizations when they are respected and supported in their respective roles. Positive exchanges promote prosocial reactions as observed by (Blau, 1964). Research shows that higher perceived organizational support leads to more Organizational Citizenship Behavior, especially altruism. In the plastics manufacturing industry in Butwal, Nepal, where teamwork is essential amid rigid hierarchies and demanding conditions, supportive practices significantly boost collaboration and performance. When managers adopt supportive approaches, employees respond with greater commitment and cooperation. These behaviors can include helping colleagues, minimizing grievances, and displaying a positive attitude during difficult times, all of which are fundamental aspects of Sportsmanship.

Organizational Support Theory

Organizational Support Theory (OST), developed by Eisenberger et al. (1986) expands on SET by specifically focusing on the manner in which employees perceive the support or lack of support by the organization. OST suggests that Organizational Support influences employees in terms of emotional attachment, work attitudes, and behavioral intentions. According to OST, employees who are convinced that the organization cares about them, their well-being, tend to be more inclined to be altruistic and polite, as they will feel appreciated and psychologically attached to the organization (Eisenberger et al., 1990). It is a behavior that employees show as they are secure and recognized, which includes assisting others and avoiding conflicts.

Self-Determination Theory

Self-Determination Theory emphasizes the importance of intrinsic motivation in determining behavior at the workplace. As Deci and Ryan (2000) state, the employees are more likely to feel autonomy and competence when they feel that they are supported by the organization. This in turn, stimulates their intrinsic motivation and they are more likely to show initiative and go beyond their formal job requirements. Employees will exhibit conscientiousness and Organizational Citizenship Behavior as a natural occurrence in an environment that makes them feel empowered and appreciated.

Organizational Justice Theory

Organizational Justice Theory helps to explain how fairness of workplace procedure and policy influences employees' behavior. As explained by Folger and Cropanzano (1998), if employees feel that they are being treated fairly, they are more connected with their company and hold more commitment toward it. This fairness makes them exercise civic virtue being openly engaged in discussions, decision-making, and contributing to the overall organizational welfare. In effect, if workers hold that their organization practices fairness and openness, then they will be inclined to do more than the job's minimum demands and invest in its success (Colquitt et al., 2001). Research has consistently demonstrated a strong connection between organizational support, workplace climate, and Organizational Citizenship Behavior.

Big Five Personality Model

The Big Five Personality Model highlights how individual traits shape workplace behaviors with conscientiousness playing a particularly important role in job satisfaction and OCB. Reliable, responsible, and high-involvement conscientious employees see their overall job satisfaction positively influenced by such valued workplace behaviors (Barrick & Mount, 1991). Because they are committed to their responsibilities and attempt to perform the best, they are also going to engage in extra-role behaviors that benefit their workplace, such as helping others and maintaining a positive work environment (Organ, 1988). This means that personality, especially conscientiousness, can be a predictor of developing a culture of commitment and cooperation in organizations.

Human Capital Theory

The Human Capital Theory developed by Becker (1964) states that investment in training and development enhances the value and productivity of the employees. This theory is a strong justification of the relation of training with OCB. When employees are given meaningful training, they are committed to repaying their obligation by civic virtue, altruism and conscientiousness since they feel the organization is investing in their potential. Training improves competence and confidence which results in responsible behavior and voluntary contributions over and above the formal duties. They are more willing to assist their co-workers, exchange knowledge, and solve problems and this makes the working environment positive and collaborative which is bound to foster Organizational Citizenship Behavior.

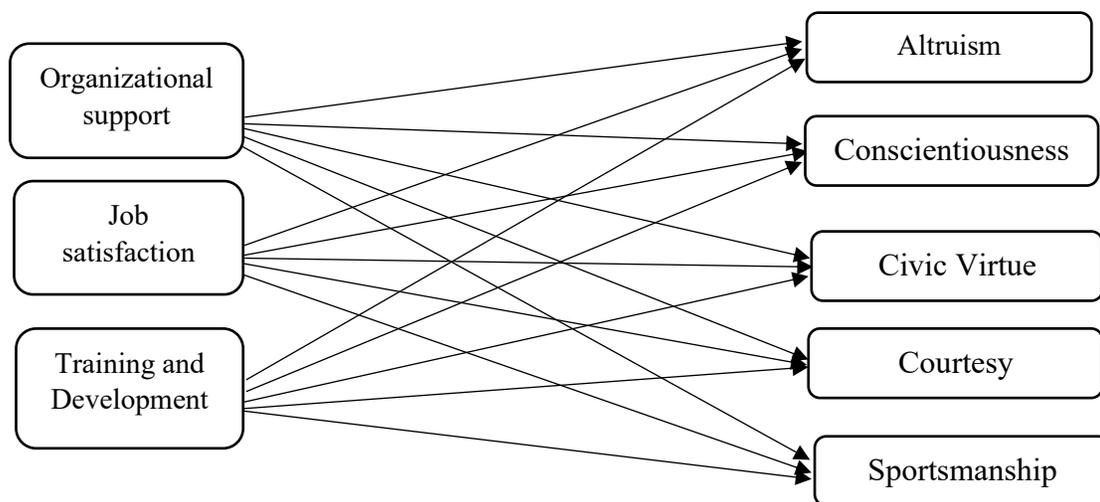
Social Learning Theory

According to Social Learning Theory, individuals learn through observations and in social circumstances, they learn more through observing others (Bandura, 1977). Training and Development at the workplace is very important in the development of desirable behaviors such as Courtesy which is being respectful, polite and considerate of the colleagues and customers. Employees get to acquire not only skills that relate to their jobs but also they acquire appropriate behaviors through observing their trainers and fellow employees through training and development programs. This can be used to develop a work environment that is based on respect and professionalism. Moreover, in cases when interpersonal abilities and emotional intelligence are stressed in training, workers achieve a better understanding of how their behaviors influence other people and become more thoughtful and respectful (Mayer et al., 2016). Research shows that training focused on interpersonal skills improves courteous behaviors such as helping colleagues and respecting others' time. This highlights how training goes beyond technical skills, strengthening positive social interactions and creating a supportive, respectful workplace environment.

Research Framework

The research framework is the structure that illustrates the relationship among various variables. In this context, two variables are employed. Workplace climate is measured by three indicators organizational support, job satisfaction and training and development as independent variables. Organizational citizenship behavior dimension is used as the dependent variable. The research framework of the study is outlined below:

Figure 1 - Theoretical Framework



III. Research Methodology

This chapter deals with the research methods adopted by the researcher in conducting the research. It looks at the various methods and procedures of the research study adopted in conducting the study in order to address and answer the research problems and questions stipulated by the researcher. Thus, this section is organized in the following structure: research design, population, sample size, sampling technique, sources of data collection, data collection methods, tools used for data analysis.

Research design:

A research design is a methodical way of data gathering and research analysis which outlines the research (Cooper & Schindler, 2003). The proposed study uses both Descriptive Research Design and Explanatory Research Design in order to achieve its goals.

Descriptive Research Design systematically presents characteristics, behaviors, or phenomena without altering variables. It signals trends, patterns and the connections in a population (Creswell, 2014). Explanatory Research Design tests the cause-and-effect relationships, through comparison of groups that can be compared in order to analyze the effect of independent variables on dependent variables that cannot be manipulated directly (Fraenkel & Wallen, 2009). By combining descriptive and explanatory research design, this study effectively examines variable relationships and their impact (Kerlinger, 1986), ensuring a structured and systematic approach.

Population and sample

The population of this research study comprises all respondents within the research area. In this study, the chosen research area is Butwal Sub-Metropolitan City, and the population consists of all employees working in plastic manufacturing industries located in Butwal. The total number of industries locating in industrial area of Butwal is 14 and total number of employees working in the industries is 498 in the different levels.

Sample is a part of a population or subset of population and denoted by n . The total sample size for this study has been obtained using the formulae developed by (Yamane, 1967). In case of population size is known, the Yamane formula for determining the sample size is given by:

$$n = \frac{N}{1 + N(\epsilon)^2} \quad (\text{Yamane, 1973})$$

Where,

n = sample size, N = Population size, and e = Margin of error (MOE), $e=0.05$ based on research conditions. Thus, the sample size of the study is $n = 222$. However, for the robust results in quantitative data analysis we have to implied $n= 355$ (Adhikari, 2021).

Sampling method

The sampling method is chosen to select sample respondents from the overall population for data collection. In this context, the simple random sampling method is specifically employed to approach the sample respondents. Given that the study focuses on the workplace climate of the employee of plastic industries in Butwal Sub-metropolitan city, the simple random sampling technique is deemed appropriate.

Nature and Sources of Data Collection

This study primarily relies on quantitative data, which were collected from primary sources. An organized questionnaire was developed to obtain information on firsthand basis through respondents.

Survey Instrument

A self-structured questionnaire was used as the survey instrument for data collection. It was developed based on operational definitions from previous literature. The questionnaire employs a seven-point Likert scale (7=Strongly Agree, 6= Agree, 5=Somewhat Agree, 4= Neutral, 3=Somewhat Disagree, 2 = Disagree, and 1 = Strongly Disagree) to gather responses from participants.

A set of questions was designed to measure each **independent and dependent**, totaling **40 items**. Out of **420** distributed questionnaires, **355** were fully completed, yielding a **response rate of 84.52%**.

Statistical Tools

The study utilized various statistical tools based on the nature of the data. Descriptive statistics, including mean and standard deviation (SD), were computed to analyze and interpret customer responses. Additionally, a reliability test was conducted to assess the consistency of the research instrument.

After assessing normality, parametric and non-parametric tests were applied inferential statistics. Furthermore, correlation analysis was used to measure the relationship between variables, while regression analysis examined the effect of independent variables on the dependent variable.

IV Result and Analysis

Measurement Items Assessment

Table 1: *Assessment of measurement of scale items*

Variables	Items	Outer loadings	VIF	Mean	Standard Deviation
Altruism	A1	0.893	3.119	5.62	1.453
	A2	0.881	3.026	5.039	1.773
	A3	0.799	2.574	4.997	1.808
	A4	0.859	2.778	5.09	1.861
	A5	0.822	2.196	5.58	1.471
Courtesy	C01	0.873	2.413	5.11	1.714
	C02	0.822	2.158	5.138	1.808
	C03	0.846	2.387	5.448	1.536
	C04	0.8	1.981	5.761	1.589
	C05	0.774	1.804	5.146	1.629
Conscientiousness	C1	0.782	2.448	4.386	1.93
	C2	0.75	2.466	4.854	1.851
	C3	0.87	2.988	4.279	1.894
	C4	0.87	3.437	3.313	1.926
	C5	0.813	2.866	3.09	2.037
Civic Virtue	CV1	0.873	3.07	5.955	1.397
	CV2	0.898	3.793	5.842	1.481
	CV3	0.912	4.279	5.73	1.615
	CV4	0.757	1.91	5.09	1.777
	CV5	0.79	1.731	5.465	1.754
Job satisfaction	JS1	0.73	1.541	5.175	1.722
	JS2	0.895	3.315	5.127	1.57
	JS3	0.805	2.25	4.701	1.809
	JS4	0.867	2.664	5.087	1.537
	JS5	0.728	1.593	4.792	1.783

Organizational support	OS1	0.723	1.561	5.175	1.722
	OS2	0.904	3.552	5.127	1.57
	OS3	0.797	2.241	4.701	1.809
	OS4	0.875	2.944	5.087	1.537
	OS5	0.876	2.771	5.11	1.714
Sportsmanship	S1	0.773	1.803	5.501	1.575
	S2	0.818	2.4	5.665	1.523
	S3	0.882	3.139	5.572	1.545
	S4	0.876	3.474	4.946	1.697
	S5	0.782	2.47	4.569	1.693
Training and Development	TND1	0.896	3.208	4.687	1.926
	TND2	0.877	3.024	4.29	1.974
	TND3	0.846	2.458	4.377	2.058
	TND4	0.837	2.46	3.932	1.958
	TND5	0.921	4.253	4.217	1.978

Table 1 presents the standardized outer loading and Variance Inflation Factor (VIF) of the scale items employed to measure the variables pertinent to this investigation. In accordance to Sarstedt et al. (2017), the outer loading of an item must exceed 0.708 to signify a substantial contribution of that item in assessing the associated variable. Therefore, all 40 scale items are preserved for subsequent analysis. Furthermore, the VIF values for each item are less than 5, thereby indicating no multicollinearity within the scale items (Sarstedt et al., 2017). Likewise, the mean value of the items is more on higher side of the scale and which reflect most of the respondents are toward the side of agreeable list. The standard deviation values are small which indicates less deviations in the response. This indicates that the data is suitable for further analysis.

Quality Criteria Assessment

Table 2 - Construct Reliability and Validity

Variables	Alpha	CR (rho_a)	CR (rho_c)	AVE
Altruism	0.906	0.917	0.929	0.725
Civic Virtue	0.901	0.906	0.927	0.72
Conscientiousness	0.878	0.896	0.91	0.669

Courtesy	0.881	0.893	0.913	0.679
Job satisfaction	0.865	0.872	0.903	0.653
Organizational support	0.892	0.898	0.921	0.702
Sportsmanship	0.884	0.887	0.915	0.684
Training and Development	0.924	0.93	0.943	0.768

Table 2 contains the values of Cronbach’s Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) to evaluate the convergent validity of the variables employed in this study. Cronbach’s Alpha coefficients for all items exceed the threshold of 0.705, signifying the adequate contribution of each scale item in the assessment of related constructs (Bland & Altman, 1997). Furthermore, the CR values for rho_A and rho_C surpass the minimum criterion of 0.70, denoting a robust measure of internal consistency (Hair et al., 2022). The AVE values also exceed the pivotal threshold of 0.50, suggesting that each variable accounts for more than 50 percent of the explained variance. This finding confirms the establishment of convergent validity (Hair et al., 2022). Subsequently, the outcomes depicted in the table as mentioned above satisfy all requisite of quality criteria measures.

Discriminant Validity

Table 3 - Heterotrait- Monotrait ratio (HTMT)

	A	CV	C	CO	JS	OS	S	TND
Altruism								
Civic Virtue	0.794							
Conscientiousness	0.395	0.523						
Courtesy	0.697	0.814	0.629					
Job satisfaction	0.731	0.745	0.467	0.456				
Organizational support	0.718	0.736	0.507	0.801	0.706			
Sportsmanship	0.701	0.896	0.482	0.874	0.878	0.875		
Training and Development	0.451	0.533	0.567	0.589	0.434	0.470	0.450	

Table 3 contains the HTMT ratio of the correlation matrix, which evaluates the discriminant validity of the latent variables. The values of the HTMT ratio vary from 0.395 to 0.896. The HTMT ratio values need to remain below the critical threshold of 0.85; nevertheless, a range extending up to 0.90 is deemed acceptable, as posited by (Henseler et al., 2015). Consequently, the presence of discriminant validity is confirmed among the reflective constructs (Hair & Alamer, 2022).

Table 4: *Fornell-Larcker Criterion*

	A	CV	C	CO	JS	OS	S	TND
A	0.85							
CV	0.74	0.85						
C	-0.39	-0.49	0.82					
CO	0.64	0.73	-0.56	0.82				
JS	0.66	0.66	-0.42	0.75	0.81			
OS	0.66	0.66	-0.46	0.77	0.67	0.84		
S	0.81	0.81	-0.43	0.79	0.77	0.78	0.83	
TND	0.43	0.50	-0.88	0.53	0.39	0.43	0.41	0.88

Table 4 displays the Fornell-Larcker Criterion, an important discriminant validity assessment in a structural equation model (SEM) (Fornell & Larcker, 1981). This criterion is satisfied when the average variance extracted (AVE) for every construct is higher than the squared correlation between that construct and any other construct in the model. The diagonal entries, the square root of AVE of every construct, are to be higher than the off-diagonal values for their corresponding columns and rows. As evident in Table 8, diagonal values (in bold) of Altruism (0.85), Civic Virtue (0.85), Conscientiousness (0.82), Courtesy (0.82), Job satisfaction (0.81), Organizational support (0.84), Sportsmanship (0.83) and training and development (0.88) are all higher than their inter-construct correlations. This means the measurement model's discriminant validity is assured, implying that each construct is unique and taps into a distinct segment of variance (Hair et al., 2010). This ensures that the constructs do not overlap and that the measures are measuring what they should measure.

Model Fit Assessment

The SRMR fit indices evaluate the model's explanatory efficacy. The model's SRMR value is 0.078, below the acceptable threshold of 0.080 (Bollen & Stine, 1992). Consequently, this finding suggests that the model exhibits adequate explanatory capability.

The effect of Altruism (0.021), Civic Virtue (0.081), Conscientiousness (0.031), Courtesy (0.027) and sportsmanship (0.091) is small effect on job satisfaction. The effect of Altruism (0.051), Civic Virtue (0.025), Conscientiousness (0.095), sportsmanship (0.03) is small effect and courtesy (0.283) is substantial effect on Organizational support. The effect of Altruism (0.059), Civic Virtue

(0.123), Courtesy (0.128) and sportsmanship (0.021) are small effects and Conscientiousness (2.599) is substantial effect on Training and Development.

Finally, the r-square values corresponding to Altruism, Civic Virtue, Conscientiousness, Courtesy and Sportsmanship are 0.465, 0.501, 0.782, 0.785 and 0.614 respectively. This signifies that Altruism possesses weak predictive power, whereas Civic Virtue and Sportsmanship demonstrate moderate predictive ability and Conscientiousness and Courtesy demonstrates substantial predictive power (Hair et al., 2010).

Structural Equation Model

Figure 2 - Path Relationship Model

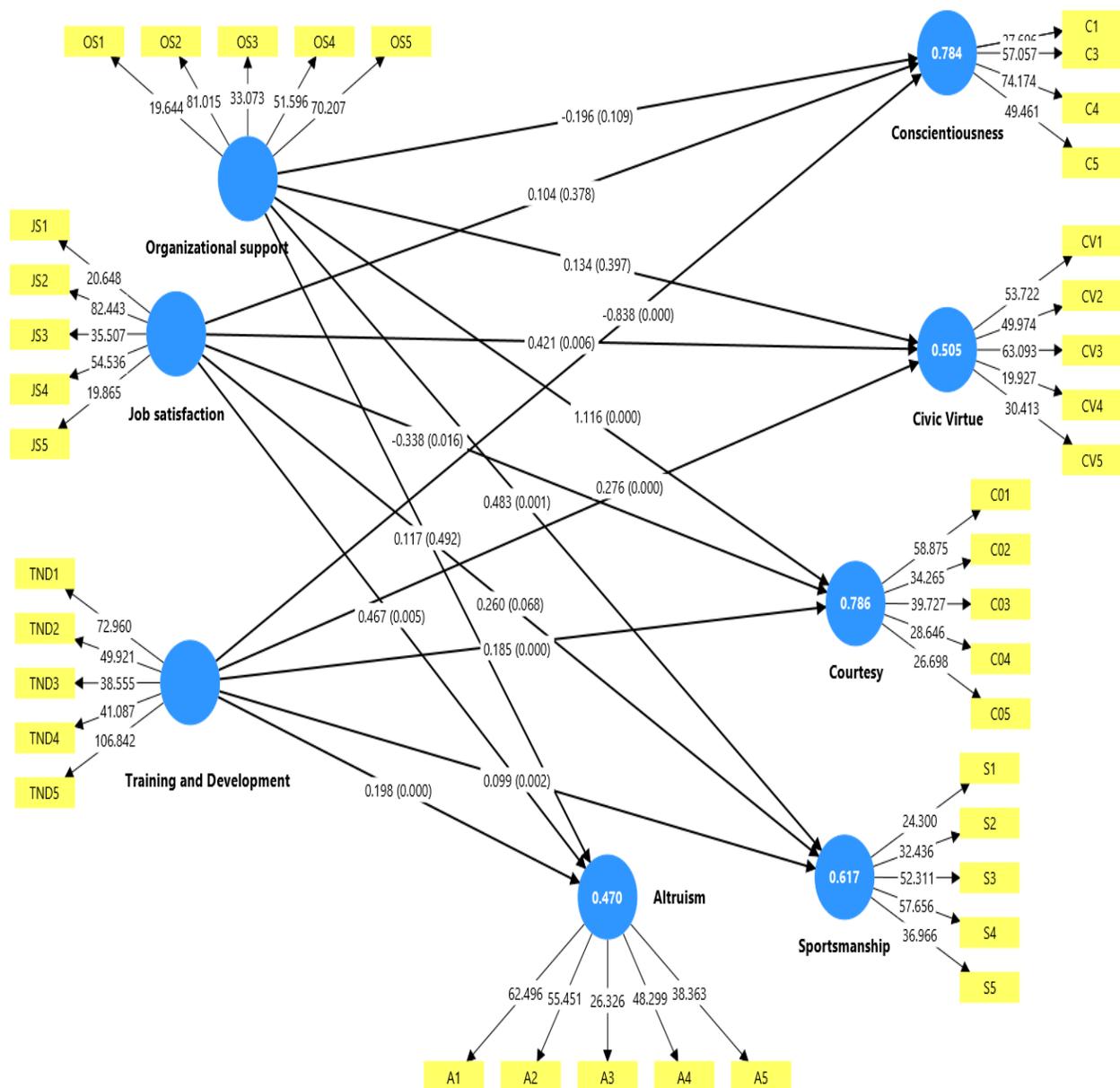


Table 6 - Hypothesis Testing using Bootstrapping

Hypothesis	β	Mean (M)	STDEV	Confidence Interval		T stat.	P value s	Decision
				2.50%	97.50%			
H1: Organizational support -> Altruism	0.11 7	0.11 7	0.17	-0.213	0.448	0.687	0.492	Rejected
H2: Organizational support -> Conscientiousness	- 0.19 6	- 0.19 5	0.122	-0.433	0.046	1.602	0.109	Rejected
H3: Organizational support -> Civic Virtue	0.13 4	0.13 3	0.158	-0.174	0.447	0.847	0.397	Rejected
H4: Organizational support -> Courtesy	1.11 6	1.11 9	0.14	0.84	1.395	7.963	0	Accepted
H5: Organizational support -> Sportsmanship	0.48 3	0.48 3	0.144	0.198	0.761	3.36	0.001	Accepted
H6: Job satisfaction -> Altruism	0.46 7	0.46 8	0.165	0.145	0.787	2.826	0.005	Accepted
H7: Job satisfaction -> Conscientiousness	0.10 4	0.10 4	0.118	-0.132	0.334	0.882	0.378	Rejected
H8: Job satisfaction -> Civic Virtue	0.42 1	0.42 2	0.154	0.119	0.722	2.737	0.006	Accepted
H9: Job satisfaction -> Courtesy	- 0.33 8	- 0.34 1	0.141	-0.619	-0.064	2.403	0.016	Accepted
H10: Job satisfaction -> Sportsmanship	0.26	0.26	0.142	-0.015	0.543	1.827	0.068	Rejected
H11: Training and Development -> Altruism	0.19 8	0.19 7	0.039	0.122	0.273	5.054	0	Accepted
H12: Training and Development -> Conscientiousness	- 0.83 8	- 0.83 8	0.017	-0.868	-0.802	49.52 6	0	Accepted
H13: Training and Development -> Civic Virtue	0.27 6	0.27 6	0.035	0.208	0.344	7.926	0	Accepted

H14: Training and Development -> Courtesy	0.185	0.184	0.027	0.131	0.237	6.792	0	Accepted
H15: Training and Development -> Sportsmanship	0.099	0.098	0.032	0.036	0.161	3.098	0.002	Accepted

Figure 2 and Table 5 report the results of a bootstrapping analysis performed with 10,000 subsamples, which examines decisions regarding the proposed hypotheses. Hypotheses H4, H5, H6, H8, H9, H11, H12, H13, H14, and H15 have achieved acceptance at a significance threshold 0.05. However, H1, H2, H3, H7 and H10 are rejected as their p-value is above 0.05. There is positive and significant impact of job satisfaction, training and development on altruism. However, there is positive and insignificant impact of organizational support on altruism. Moreover, there is negative and significant impact of training and development on Conscientiousness. However, there is positive and insignificant impact of job satisfaction on Conscientiousness and there is negative and insignificant impact of organizational support on Conscientiousness. There is positive and significant impact of job satisfaction, training and development on civic virtue. However, there is positive and insignificant impact of organizational support on civic virtue. Furthermore, there is positive and significant impact of organizational support, training and development on courtesy. . However, there is negative and significant impact of job satisfaction on courtesy. There is positive and significant impact of organizational support, training and development on sportsmanship. However, there is positive and insignificant impact of job satisfaction on sportsmanship.

Table 7 - Importance performance map analysis

C			CV			CO			S			A		
	performance	ETI		performance	ETI		performance	ETI		performance	ETI		performance	ETI
JS	66.891	0.115	JS	66.583	0.425	JS	66.671	0.329	JS	66.622	0.262	JS	66.607	0.463
OS	67.673	-0.208	OS	67.532	0.131	OS	67.618	1.11	OS	67.553	0.48	OS	67.505	0.122
TND	55.229	-0.836	TND	55.276	0.277	TND	55.213	0.182	TND	55.297	0.101	TND	55.355	0.199

m	63.26	-	m	63.13	0.2776	M	63.16	0.	M	63.15	0.	M	63.15	0.261
ea	43333	0.3096	ea	03333	66667	ea	73333	32	ea	73333	28	ea	56667	33333
n		66667	n			n		1	n		1	n		

Table 7 shows the total effects of Job satisfaction, Organizational support, Training and Development on Conscientiousness for the unstandardized effects. These effects are the same as the unstandardized weights of ordinary least square regression modelling (Hair et al., 2010). Furthermore, the performance of Conscientiousness was calculated 48.356. Likewise, the total effects of Job satisfaction, Organizational support, Training and Development on Civic Virtue for the unstandardized effects. These effects are the same as the unstandardized weights of ordinary least square regression modelling (Hair et al., 2010). Furthermore, the performance of Civic Virtue was calculated as 77.5. The total effects of Job satisfaction, Organizational support, Training and Development on Courtesy for the unstandardized effects. These effects are the same as the unstandardized weights of ordinary least square regression modelling (Hair et al., 2010). Furthermore, the performance of Courtesy was calculated as 71.942. Moreover, the total effects of Job satisfaction, Organizational support, Training and Development on Sportsmanship for the unstandardized effects. These effects are the same as the unstandardized weights of ordinary least square regression modelling (Hair et al., 2010). Furthermore, the performance of Sportsmanship was calculated as 71.287. Moreover, the total effects of Job satisfaction, Organizational support, Training and Development on Altruism for the unstandardized effects. These effects are the same as the unstandardized weights of ordinary least square regression modelling (Hair et al., 2010). Furthermore, the performance of Altruism was calculated as 72.097.

Notably, we derived the four quadrants successfully based on the mean values of the constructs' importance and performance value. As per Fig. 3, if we increase 1 unit in job satisfaction from 66.891 to 67.891, Conscientiousness increases from 48.356 to 48.471. Therefore, out of the three determinants of Conscientiousness, the most critical factor was noted to be job satisfaction. Furthermore, if we increase 1 unit in job satisfaction from 66.891 to 67.891, Civic Virtue increases from 77.5 to 77.925. Therefore, out of the three determinants of Civic Virtue, the most critical factor was noted to be job satisfaction. Moreover, if we increase 1 unit in organizational support from 67.618 to 68.618, Courtesy increases from 71.942 to 73.052. Therefore, out of the three determinants of Courtesy, the most critical factor was noted to be organizational support. Furthermore, if we increase 1 unit in organizational support from 67.553 to 68.553, Sportsmanship increases from 71.287 to 71.767. Therefore, out of the three determinants of Sportsmanship, the most critical factor was noted to be organizational support. Moreover, if we increase 1 unit in job

satisfaction from 66.607 to 67.607 Altruism increases from 72.097 to 72.56. Therefore, out of the three determinants of Altruism, the most critical factor was noted to be job satisfaction.

VI. Findings of the Study

The findings of this study indicate that job satisfaction, training and development positively affect and significant impact on altruism. However, organizational support positively and insignificant impacts on altruism. The result indicates that training and development negatively and significant impact on Conscientiousness. Moreover, job satisfaction positively and insignificant impacts on Conscientiousness and organizational support has negatively and insignificant impacts on Conscientiousness. The result indicates that job satisfaction, training and development positively and significant impacts on civic virtue. However, organizational support positively and insignificant impacts on civic virtue.

The result indicates that organizational support, training and development positively and significant impacts on courtesy. Furthermore, job satisfaction has a negative and significant impact on courtesy. The result indicates that organizational support, training and development positively and significant impacts on sportsmanship. However, job satisfaction positively and insignificant impacts on sportsmanship.

VII. Discussion

Job satisfaction positive and significant influence on altruism is theoretically valid with the self-determination theory that holds that satisfied workers have intrinsic motivation, which enhances prosocial behaviors such as altruism (Deci & Ryan, 2000). This result is empirically consistent with past studies, including Organ and Ryan (1995), who discovered that job satisfaction is a strong predictor of altruistic OCB, Mohammad et al. (2011), who established that job satisfaction had a significant positive effect on altruism amongst academic employees and Foote and Tang (2008), who found out that satisfied employees exhibit higher levels of helping behavior in a team. But in contradiction Nadiri and Tanova (2010) found job satisfaction to be a weak indicator of various dimensions of OCB in the hotel industry. The positive and significant impact of training and development on altruism is theoretically valid and supported by human capital theory that suggests investment on the skills of the employees to improve their willingness to render their services beyond the scope of their job descriptions. The finding is empirically consistent with aligns with Ghimire and Magar (2023) who discovered that comprehensive training increased the OCB in Nepalese banks, and Jehanzeb (2020) who discovered that employee development programs have

a significant positive effect on prosocial behavior. However, in contradiction Rahman and Rubel (2018) have found out that training does not necessarily develop altruism when the relevance or quality of programs is not aligned with the needs of the employees. The relationship between organization support and altruism is positive, however, it was not significant. This result indicates that general organizational support might not have a direct impact on altruistic practices of employees unless it is combined with other variables like job satisfaction or specific training courses. As Jehanzeb (2020) pointed out, person organization fit can affect the perceived organizational support to OCB, suggesting that alignment of personal and organizational values might be required to convert support into altruistic behavior.

Training and development negatively influence on conscientiousness is the opposite of the assumptions of the Human Capital Theory but is confirmed by Rahman and Rubel (2018), who discovered that the effectiveness of training is highly relevant. Regarding job satisfaction, its positive yet insignificant impact on conscientiousness. The insignificant outcome states that conscientiousness can be more consistent and personality motivated. It correlates with the results of Shrestha and Bhattarai (2022), who also noted that job satisfaction and OCB had a positive relationship among school teachers in Nepal. In contrast to these results, Organ (1988) asserted that job satisfaction is a significant antecedent of conscientiousness contrary to the weak effect in this case. The negative and insignificant effect of organizational support to conscientiousness implies that the employees might not view general organizational support as having a direct effect on their conscientious actions. Jehanzeb (2020) emphasized that the perceived organization support and OCB interrelation can depend on person organization fit, meaning that, to ensure that the perceived organizational support is converted into conscientious behavior, there might be the need to align individual and organizational values. Eisenberger et al. (2001) on the other hand provided evidence that organizational support increases employee responsibility which is contrary to this finding.

Job satisfaction has a positive and significant impact to civic virtue, which is theoretically valid with Self-Determination Theory, which implies that satisfaction increases intrinsic motivation to engage in organizational governance (Deci & Ryan, 2000). The same outcome is empirically consistent with Ghimire and Magar (2023) who demonstrated more satisfied employees to be more engaged in organizational affairs. Similarly, training and development initiatives have been identified to have a positive and significant effect on civic virtue. It is empirically consistent with Rahman and Rubel (2018) who discovered that high quality training had a beneficial effect on

civic participation behaviors. Nevertheless, organizational support was found to have a positive relationship but failed to have a significant effect on civic virtue. The insignificant result aligns with Jehanzeb (2020), who stated support of employees should be based on values. This result implies that the general impressions of organizational support might not have a direct impact on the engagement of employees in civic virtue behaviors when these are not supplemented with other factors, including job satisfaction or specific training programs.

The positive and significant effects of organizational support on courtesy agrees with the social exchange theory that states that employees respond to support with courtesy behaviors. This finding empirically supports Detnakarin and Rurkkhum (2019) who had discovered that courtesy was highly affected by OS, Ghimire and Magar (2023) who had reported improved courtesy in a group of employees who received support. However, Eisenberger et al. (2001) discovered that support has an effect on helping behaviors but not necessarily courtesy. The positive and significant impact on courtesy by training and development is theoretically valid with the Human Capital Theory that argues that better skills lead to better interpersonal behaviors. It empirically aligns with Rahman and Rubel (2018) who found the enhancement of collaboration following training. The fact that job satisfaction has negative and significant negative influence on courtesy is interesting and counter-intuitive to some extent, since job satisfaction is normally linked with positive organizational behaviors. This finding could however be context dependent. High job satisfaction may in some organizational environments result in complacency and hence less motivation to indulge in discretionary acts such as courtesy. In other cases, dissatisfied employees might be overcompensated by acting courteously to ensure a good working environment or to gain favor as Fazriyah et al. (2019) discovered that job satisfaction did not have a significant influence on OCB in some situations.

The positive and significant effects of organizational support on sportsmanship is theoretically supported by Organizational Support Theory. This finding is empirically similar to previous research, Detnakarin and Rurkkhum (2019) discovered that perceived organizational support does boost the relationship between human resource development practices and OCB, which holds that employees who feel supported have a higher chance of displaying sportsmanship behavior, which is tolerating inconveniences without complaining. Sportsmanship is, theoretically, positively and significantly influenced by training and development that will be supported by Human Capital Theory. On the other hand, it is fascinating that job satisfaction has a positive but insignificant influence on sportsmanship. Although job satisfaction is mostly linked to heightened OCBs, it is

indicated that the effects it has on certain dimensions such as sportsmanship could be minimal. Indicatively, Shrestha and Bhattarai (2022) noted that, although job satisfaction had a positive relationship with overall OCB in Nepalese school teachers, the difference was not statistically significant with sportsmanship, meaning that there are other variables that can contribute to a stronger role in promoting the behavior.

VIII. Theoretical and Practical Implications

This empirical study enhances the theoretical discussion as it combines various psychological and organizational theories including Social Exchange Theory, Self-Determination Theory, and Organizational Justice Theory in the interpretation of the intricate relations between workplace climate and OCB in the plastic manufacturing industry in Nepal. The result supports the idea that employees reciprocate positive organizational treatment (SET), pursue fulfillment of intrinsic needs (Self-Determination Theory), and prioritize fairness (Organizational Justice), which affects OCB dimensions such as altruism, civic virtue, and sportsmanship. The practical implications are also important as organizations can improve employee OCB by ensuring fair treatment, providing training, helping to promote job satisfaction, and co-operate with HR strategies along with motivational elements outlined in Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs. In addition, by influencing the views of the Big Five Personality Model and Trait Activation Theory, managers can tailor interventions using individual characteristics, whereas the Human Capital and Social Learning theories imply the long-term advantages of building employees in a supportive, ethical, and learning-focused environment.

IX. Conclusion

This study concludes that organizational support, job satisfaction, and training and development each play important roles in shaping different dimensions of Organizational Citizenship Behavior among employees in the plastic manufacturing sector. Organizational support significantly enhances courtesy and sportsmanship, meaning that the higher the employees feel appreciated and supported, the higher are the chances that they will keep cooperative attitudes and respectful behaviors. The positive effect of job satisfaction on altruism and civic virtue is high, which implies that employees who are satisfied are ready to assist others and engage in the affairs of the organization. The most consistent and broad-cutting effect is in training and development, which greatly enhances altruism, civic virtue, courtesy and sportsmanship. However, its strong negative effect on conscientiousness, which also reflects a possible concern, which is the heightened

expectations or pressure to work after the training programs. Some of the relations such as organizational support with altruism and conscientiousness, and job satisfaction with conscientiousness and sportsmanship were not found to have significance, which means that they might be contingent on other organizational or cultural variables.

Overall, the findings indicate that the positive discretionary behaviors can be promoted in the organization by investing in the structured training programs, enhancing job satisfaction, and reinforcing those supporting practices. These will eventually improve teamwork, harmonious working conditions and performance in the organization.

X. References

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