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SOCIAL SCIENCES, BUSINESS AND ADMINISTRATION

THE IMPACT OF WORKPLACE ENVIRONMENT ON ORGANIZA- TIONAL CITIZENSHIP BEHAVIOR IN SRI LANKAN PRIVATE BANKING SECTOR

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<p>The thesis examined the impact of workplace environment on organizational citizenship behavior (OCB) in Sri Lankan private banking sector, using four main determining factors of workplace environment on OCB. The study aimed to demonstrate the significance of OCB and offer suggestions to influence employees' discretionary behavior.</p> <p>Physical factors, psychological factors, structural job characteristics, and work-life balance were the independent variables of the study, which was assessed by a Likert scale questionnaire using a sample of fifty bankers. The impact of the variables was measured through "Statistical Package for Social Sciences" (SPSS) software.</p> <p>The statistical results disclosed a positive relationship between the workplace environment and OCB. Thus, recommendations were provided to improve the OCB level among employees considering the results of the study, while highlighting the limitations and challenges the researcher had to face when conducting the study.</p>	
Keywords Organizational citizenship behavior, workplace environment, physical factors, psychological factors, structural job characteristics, work-life balance	

CONTENTS

1	INTRODUCTION.....	5
2	ORGANIZATIONAL CITIZENSHIP BEHAVIOR.....	7
2.1	Importance of organizational citizenship behavior	8
2.2	Workplace environment.....	9
2.2.1	Physical conditions (convenience).....	9
2.2.2	Psychological factors	9
2.2.3	Interpersonal relationships.....	10
2.2.4	Workforce diversity	10
2.2.5	Organizational culture	10
2.2.6	Structural job characteristics.....	11
2.2.7	Work-life balance	11
2.2.8	Labor laws and workplace rules	11
2.3	Psychological contract theory	12
2.4	Social exchange theory and the norm of reciprocity	12
2.5	Role overload	12
2.6	Gender.....	13
2.7	Employee attitude.....	13
2.8	Civic virtue.....	13
3	RESEARCH METHODOLOGY AND THE ANALYSIS OF COLLECTED DATA	14
3.1	Selection of variables and hypotheses development.....	14
3.2	Sample selection and data analysis method.....	15
3.3	The thesis framework	15
3.4	Analysis of the demographic data of the respondents	16
3.5	Descriptive statistics of the variables	18
3.6	Hypotheses testing.....	19
3.6.1	Analysis of H ₁	19
3.6.2	Analysis of H ₂	20
3.6.3	Analysis of H ₃	22
3.6.4	Analysis of H ₄	23
3.7	Multiple analysis of independent variables and dependent variable.....	24
4	CONCLUSION AND RECOMMENDATIONS	27
5	DISCUSSION.....	29

REFERENCES	30
APPENDIX 1: QUESTIONNAIRE	36
APPENDIX 2: TABLES GENERATED THROUGH SPSS	38

LIST OF FIGURES

Figure 1. Conceptual framework of the thesis	14
Figure 2. The approach to developing research methodology using the Research Onion model (adapted from Saunders, Lewis and Thornhill, 2007)	15
Figure 3. Age distribution of respondents	16
Figure 4. Gender distribution of respondents	16
Figure 5. Educational level of respondents	17
Figure 6. Work experience distribution of respondents	17
Figure 7. Position distribution of respondents	18
Figure 8. Scatter plot of physical factors and OCB	19
Figure 9. Scatter plot of psychological factors and OCB	21
Figure 10. Scatter plot of structural job characteristics and OCB	22
Figure 11. Scatter plot of work-life balance and OCB	23

LIST OF TABLES

Table 1. Descriptive statistics of variables.....	24
Table 2. Correlation analysis of variables.....	25
Table 3. Regression analysis of variables	25
Table 4. ANOVA results of variables	26
Table 5. Coefficient analysis of variables	26

1 INTRODUCTION

The study is being conducted to understand the impact of the workplace environment on organizational citizenship behavior (OCB) in Sri Lankan private banking sector. OCB refers to the discretionary behavior of an employee that is not assigned by a formal job requirement. As a result of the intensified dynamic nature, the challenges for businesses become increasingly complex, where employee engagement emerges as a crucial factor of workplace success. Organizational citizenship behavior enables an increase in workplace efficiency and productivity while enhancing cooperative work culture. Despite its importance, there is a visible deficiency in the existing literature regarding the influence of workplace environment on OCB. Considering the importance and inadequacy of literature on the subject, the researcher was motivated to study the topic, "The impact of workplace environment on organizational citizenship behavior in Sri Lankan private banking sector."

The thesis examines how the workplace environment impacts OCB in Sri Lankan private banks. The purpose of the study is to convince the importance of OCB, provide recommendations, and further improvements to stimulate discretionary behavior among employees. Since the scope of the Sri Lankan banking sector is extensive, the study is conducted on three selected Sri Lankan private banks that demonstrate a strong market presence and operate competitively with state banks. Furthermore, the study aims to assist companies in identifying the needs of employees, which can be fulfilled by improving the quality of the workplace environment, eventually leading to better performance. In addition, the study facilitates immensely in understanding the relationship between independent and dependent variables (workplace environment and OCB). Through this thesis, interested academic communities can develop their scope of view in fields such as organizational behavior and human resources management. Moreover, they can improve practical knowledge in unseen but concurrent significant issues. The service industry, including banks, has become immensely competitive, and challenges have also transformed into a more complex nature. The unique scope of knowledge in this study helps organizations to use this as an aid to make reliable and informed decisions to overcome modern complex challenges.

According to the preliminary discussions had with the bankers, there is a need for organizational citizenship behavior in Sri Lankan banks, and the workplace environment impacts OCB. Thus, the main thesis question is, "What is the impact of the workplace environment on organizational citizenship behavior in Sri Lankan private banks?" Under this main thesis question, the following questions address the impact of independent variables on the dependent variable of OCB: How do physical factors impact OCB? How do psychological factors impact OCB? How do structural job characteristics impact OCB? And how does work-life balance impact OCB?

The data and information required for the study were gathered through different channels in the categories of primary and secondary data. Primary data collection was facilitated through a questionnaire, whereas the secondary data was gathered through several literary works. A Likert scale questionnaire was used, and the simple random sampling method was used to collect data from fifty bankers to conduct the thesis aligned with the time frame and standards. Moreover, gathered data was analyzed using the software "Statistical Package for Social Sciences" (SPSS). It depicts the numerical results and quantitative depth of the data analysis to solve the thesis problem. Graphical methods are being

included, such as graphs, tables, and charts. Also, the descriptive statistics of the variables are calculated in SPSS data analysis. The hypothesis test is being executed by regression analysis through SPSS.

2 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

According to Organ (1977) organizational citizenship behavior (OCB) is the discretionary behavior of an individual, which is not directly recognized by the formal reward system, and the entire OCB promotes the smooth functioning of an organization. Organ's definition of OCB consisted of three significant aspects that are fundamental to this concept. Firstly, he identified OCB as the discretionary behavior of an employee that has not been mentioned in a formal job description. The second aspect is OCB increases because it is a mandatory requirement of the job description. Finally, he highlighted that OCB favorably impacts the entire workplace's success. Before Organ found the notion of OCB, organizational behavior theories primarily focused on the formal work tasks and performances of employees (Kumar 2023). According to the Hawthorne studies conducted around the 1920s and 1930s, both social and psychological factors in an organization are important characteristics for employee behavior. These studies revealed that an employee's attitudes and interactions with coworkers and managers influence their productivity.

According to existing literature, there are different behaviors among employees in the workplaces. The extra effort that an employee of an organization makes when working is defined as OCB (Veličkovska 2017). Additionally, Thiagarajan, Yabesh and Durairaj (2017) emphasized that OCB refers to any positive action that employees perform willingly for a better outcome of their organization, and it ensures both the well-being of employees and organizational success. In some instances, employees go beyond their duties and provide their best possible effort to the organization. That is the extra effort put in by the workforce of organizations, which is beyond their formal job description (Pickford, Joy and Roll 2016). Whereas Fein, Tziner and Vasiliu (2023) declared that OCB relates to an ethical workplace environment and corporate sustainability performance. Murphy, Athanasou and King (2002) stated that if an employee is helping co-workers, providing advice while protecting organizational interests, which are not the requirements of a specific job role, it is called going the extra mile at work, which is beneficial to organizational betterment. According to their point of view, that practice enhances effectiveness and stimulates positive interaction among employees. Overall, OCB is a significant factor for workplace development that contributes to creating a psychosocial work atmosphere that supports a company's major activities (Fan, Wider and Chan 2023). A constructive action that employees take on their own initiative is healthy for both the co-workers and to achieve the organizational goals (Thiagarajan et al. 2017). Murphy et al. (2002) revealed that OCB fosters better performance of an organization indirectly.

Organ has recognized five different types of behavior to demonstrate the concept OCB: Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue. Altruism refers to discretionary support provided to co-workers related to work-specific duties. Dedicating time to colleagues and aiding newcomers can be considered as examples for this term, which increases workplace efficiency (Dipaola and Hoy 2005). Basically, altruism is a motivational behavior of a person that leads to the goal of enhancing another's welfare (Ma, Qu and Hsiao 2018).

Conscientiousness entails behavior that surpasses the expected level, such as efficient time management and exceeding basic expectations, that increases both personal and team efficiency (Dipaola and Hoy 2005). Moreover, Abbas and Raja (2019) revealed conscientiousness as one of the most influential aspects of problem-solving, and it is also among the Big Five personality traits. Sportsmanship refers to a person's capacity to encounter suboptimal circumstances without complaints (Lan 2018). As an example, refraining from unnecessary grievances emphasizes productive workplace time

(Dipaola and Hoy 2005). A higher level of sportsmanship creates an amicable work environment that promotes collaboration and positivity. The fourth behavior type of courtesy alludes to polite and thoughtful efforts towards co-workers. Employees demonstrating courtesy avoid causing problems for others, which reduces workplace conflicts and elevates organizational performance (Malekar 2020). Magdalena (2014) highlighted courtesy as proactive behavior that prevents issues. Primarily, courtesy enables positive relations among colleagues, making a friendly work environment (Oamen 2023). The last type of behavior, civic virtue, which has been identified by Organ to exemplify OCB, focuses on behaviors highlighting participation in critical company matters, i.e., voluntary attendance in events and committee work (Dipaola and Hoy 2005). Whereas Patra and Aima (2018) mentioned civic virtue as a responsible behavior focuses on adherence to workplace changes and protecting its resources. Furthermore, civic virtue indicates that workplaces enable employees to enrich their quality of work (Puspitasari, Hidayati and Rahmawati 2023). Overall, the behavior reflects an employee's tendency towards representing and fostering the company's reputation in a positive manner (Oamen 2023).

2.1 Importance of organizational citizenship behavior

OCB is vital to the organizations because it affects employee performance, which ultimately leads to organizational success. Employees who have more OCB in their workplaces have satisfaction with their meaningful contributions, resulting in the feeling that they are useful for the organization that leads to a lower intention to resign from the organization (Abror, Asli, Evanita and Patrisia 2020). Moreover, OCB enables employees to perform willingly if job role ambiguity occurs since OCB is powered by a person's self-control (Yaakobi and Weisberg 2020). Additionally, having OCB helps employees feel energized helping their co-workers and getting help from them in return. These aspects are vital to refrain from negative outcomes such as workplace conflicts and burnout, which also fosters a supportive work environment (Verlinden and Bailey 2024). Notably, assisting each other aids to maintain efficiency of the workflow, which leads to higher productivity and handling tasks smoothly, especially during busy days.

When considering the importance of OCB in an organizational overview, companies can have many positive outcomes and behaviors from their employees, such as interdependence and collectivism (Verlinden and Bailey 2024). Those qualities increase teamwork skills and collaboration, resulting in achieving organizational common goals more productively, efficiently, and timely (Verlinden and Bailey 2024). Also, the aforementioned qualities strengthen relationships among employees, which is highly affected by a company's performance and cohesive work environment. Collectivistic society enables individuals to have collective goals over personal goals (Jain 2015). In essence, all the mentioned facts lead to enhanced employer brand since those improve the overall image of an organization.

Moreover, OCB recognized as one of the key drivers of the Big Five personality traits, namely, conscientiousness (structured and organized behavior of a person), agreeableness (alludes to attributes such as trust, altruism, kindness, and other prosocial behaviors), neuroticism (characterized by emotional instability), openness (more adventurous and creative behavior of a person), and extraversion (high amounts of emotional expressive behavior). Out of those five traits, conscientiousness, extraversion, and agreeableness have significant effects on OCB (Kumar, Arti and Rani 2009). As noted by Malik, Ghafoor and Iqba (2012) the Big Five personality traits have a consequential effect on OCB, which can identify approximately 32 percent of the variance of OCB.

2.2 Workplace environment

The workplace environment refers to all the surroundings around an employee. This consists of two major categories, which are physical and psychological environment (Petersen 2018). Shravasti and Bhola (2015) have defined workplace environment as the work conditions that could motivate or demotivate employees. According to Mehboob and Bhutto (2012) workplace environment includes all the particulars that influence an employee's physical and mental well-being. As noted by Chandrasekar (2011) the workplace environment affects motivating employees when performing their assigned jobs. According to existing literature, there are many influencing factors related to the workplace environment on OCB and employee performance in an organization. Physical factors, psychological aspects, interpersonal relationships, structural job characteristics, organizational culture, the workforce diversity theory of psychological contract, the norm of reciprocity, work-life balance, labor laws and workplace regulations, gender, and employee attitude are some of them. The workplace environment impacts on the organizational performance and motivation of employees, where it can affect many factors, for instance, organizational citizenship behavior. As per the findings of Stansfeld and Candy (2007) there is a relationship between the psychosocial work environment and mental health that leads to job satisfaction or dissatisfaction, which impacts OCB.

2.2.1 Physical conditions (convenience)

Employees spend a considerable amount of time inside the office spaces where they work. Hence, the physical environment of a workplace is vital to developing and maintaining a better working environment. Research by Dole and Schroeder (2001) mentioned that the employees who are satisfied with physical conditions in the workplace are eager to provide better work outcomes. Physical conditions in the workplace impact individuals' behaviors, including organizational citizenship behavior and create an impression particularly apparent for service industries, such as banking.

A physical workplace is an area in a company that is being arranged in a way that the goals and objectives of the company could be achieved. The physical surroundings include elements of the tangible work environment that comprise the spatial layout and functionality. In a comprehensive perspective, the physical workplace environment includes the following factors: comfort level, ventilation, temperature, and lighting (Samson, Waiganjo and Koima 2015). Studies reveal that the physical work environment has active effects on the productivity of employees and well-being. Moreover, plants and greenery in the atmosphere help in reducing stress and anxiety, which enhances positivity and employee well-being. Entertainment and recreational events organized by companies have a positive influence on employees, which causes enthusiasm and motivation (Smith, Kim and Carter 2020). Similarly, the physical work environment results in an employee to fit or misfit (satisfaction or dissatisfaction) to the workplace environment (Andriani, Sumarsono and Sunardi 2023).

2.2.2 Psychological factors

Psychological factors have a noticeable impact on OCB and the smooth functioning of an organization. Thus, those factors have a greater influence on many work-related indicators such as job satisfaction, motivation, and effective functioning of a workplace.

The concept of OCB reflects individual actions understood as behaviors that benefit the organization with the contribution of its work environment and function beyond the formal duties of an employee

(Chernyak-Hai and Tziner 2012). Psychological inspiration caused by admiration and trust that produces citizenship behaviors since the employee believes that their good work will be admired by the company. Psychologically empowered employees are innovative, creative, proactive, and more self-motivated in their work and try to make as many contributions as possible (Joo and Jo 2017).

In any industry, employees are the most important assets to the company. One of the main reasons for the industrial reputation is competent and productive employees. Many employees spend most of their active time at their workplace. Therefore, it is crucial to support both their physical and psychological well-being (Mathews, Khann, Sarode and Shirsath 2016).

2.2.3 Interpersonal relationships

Interpersonal relationships are the mutual connection, attachment, and relationship between more people in an organization, which positively impacts job satisfaction (Hussain and Nawaz 2020). There are several indicators that reflect high-quality interpersonal relationships, such as trust, loyalty, and respect (Dutton and Heaphy 2003, 263-278). Demerouti, Bakker, Nachreiner and Schaufeli (2001) have pointed out that loyalty and trust are the strongest elements for a better interpersonal relationship. Interpersonal relationships are vital as compensating factors for equality or monotony of work-related tasks, occupational stress, fatigue and tiredness, or insufficient remuneration. Interpersonal interactions are equal when the superiors serve employees with respect, humanity and abstain from making employees physically and mentally suffer. Employees who experience healthy interpersonal relationships with their colleagues and supervisors are more committed to delivering an extra mile at work (Kyei-Poku and Miller 2013).

2.2.4 Workforce diversity

Workforce diversity indicates the similarities and differences between employees in the workplace (Griffin and Morehead 2014, 23). Whereas Tamunomiebi and Owere (2019) stated that the workforce diversity includes age, gender, personality, religion, ethnicity, and work experience of employees. Moreover, Ongori and Agolla (2007) noted workforce diversity as the combination of different cultures of workforce working together in a company. In order to make an OCB-based workplace, it is necessary to manage workforce diversity since it increases commitment and work engagement, which leads to the success of both the employee and employer (Bizri 2018).

According to Bizri (2018) diversity management positively influences the effectiveness of an organization. Similarly, the author revealed that it positively impacts employees' OCB as well. Conversely, Ilmakunnas (2010) revealed that a high level of workforce diversity causes a lack of credibility and lowers the interaction level among different employees and OCB. Besides, González and Garazo (2006) stated a negative correlation between the two indicators due to the factor of trust.

2.2.5 Organizational culture

According to Ebrahimpour, Zahed, Khaleghkhah and Sepehri (2011) organizational culture is a mixture of behaviors and values of people. Also, the authors pointed out that a common set of beliefs and norms makes identity and motivation to achieve a common set of goals. Nevertheless, Fahmi and Rahayu (2024) emphasized that a strong culture is embraced, well organized, and felt together. Moreover, Priananta and Kanto (2024) elaborated on organizational culture as a system of values, habits, and assumptions that are in a workplace. Studies revealed two main types of work culture: personal

performance-oriented work culture and team-oriented work culture. Collaborative behavior is highly valued in a team-oriented culture, which creates interdependency among co-workers. In addition, a team-oriented work culture creates an atmosphere that feels comfortable, where employees are motivated to build up and maintain harmonious relationships with each other and unity, vice versa in personal performance-oriented work cultures (Erkutlu 2012).

2.2.6 Structural job characteristics

Structural job characteristics involve the interactions and relationships between the employee and the job characteristics. According to the Job Characteristics Model (JCM) introduced by Hackman and Oldham in 1975, the five job characteristics are named skill variety, task identity, task significance, autonomy, and feedback, which improve employee motivation, satisfaction, performance, and lower turnover, resulting in OCB. The duration of typical work in a week, decision-making freedom, frequency of decision-making, impact of decisions on co-workers, significance of accuracy, intensity of competition, time pressure, and quantity of work are important aspects of structural job characteristics since those factors influence the employees to experience a stress-free workplace (Sulea et al. 2012).

2.2.7 Work-life balance

Work-life balance refers to maintaining a firm establishment between one's occupation and personal life commitments, which includes stress management and time management. According to Kalliath and Brough (2008) work-life balance is the ability to satisfy in different areas of life. Whereas Poulose and Dhal (2020) stated that the balance between an employee's personal life, organization, and society is the work-life balance. Nowadays, maintaining a healthy work-life balance is challenging for both employees and employers. Work-life balance is an integral part of life, which is attaining equilibrium in professional and personal life. When it is managed intelligently, both the employee and the organization acquire their own benefits rather than hesitating and allocating inappropriate weight towards only one aspect (Goyal and Babel 2015).

Moreover, literature reflects that if an employee is unable to maintain the balance between professional and personal life, job stress occurs. If an employee perceives work tasks as a disturbance to personal life and exceeding the employee's capabilities, it makes a stressful phenomenon (Faisal and Aleemi 2022).

2.2.8 Labor laws and workplace rules

Labor laws and workplace rules are important to control employees to maintain service standards in an organization (Ronconi 2015). Those provide the needed intermediation for conflict resolution, both personal and collective labor disputes (Weiss 2006). Furthermore, labor laws provide important factors for job security and financial security. Labor market turnover mostly depends on employee well-being and satisfaction (Böckerman and Ilmakunnas 2010). In 1990, Organ emphasized that workplace rules and regulations that reflect fair treatment and justice lead to OCB of an individual. Moreover, work policies that enhance teamwork, unity, and collaboration among colleagues motivate employees for altruistic behaviors, which is one of the key indicators of OCB. Besides, Bergeron (2007) revealed that if workplace rules consist of too much work for one employee, it leads to burnout, which results in minimal capacity for voluntary work.

2.3 Psychological contract theory

Denise Rousseau has developed the “Theory of Psychological Contract” (PC), which reflects the mutual beliefs, informal obligations, understandings, collaborations, and perceptions between the employee and the employer that lead to a positive relationship between OCB. The theory emphasized that if an employee is motivated to go an extra mile at work if they feel their expectations are met, that motivation leads to doing extra activities beyond their job description with a positive attitude. Several authors, such as Karagonlar, Eisenberger and Aselage (2016), Low and Bordia (2016) and Sparrow (1998) found that psychological contracts have constancy in the workplace, which strengthens the relationship between the employee and employer. Besides, the theory of psychological contract is vital in recognizing human resources related to modern organizations. When the PC breaches, it adversely affects employee performance (Suazo 2009). The study of Hui, Lee and Rousseau (2004) revealed that the relational contract in PC has a strong effect on OCB.

2.4 Social exchange theory and the norm of reciprocity

Social exchange theory describes that the parties involved in a relationship exchange resources and benefits based on the theory of “Norm of Reciprocity”. Basically, social exchange theory applies to the exchanges between different individuals under various disciplines, including sociology, social psychology, and anthropology. Also, there are mutual obligations created between involved parties to exchange resources (Hu, Tetrick and Shore 2011). In 1960, the American sociologist Alvin Gouldner introduced the theory of the norm of reciprocity. Based on the theory, he reflected that the level of assistance an employee receives from peers significantly impacts the employee’s collaborative behavior. The theoretical model for the general norm of reciprocity, which was introduced by Alvin Gouldner, was accepted universally (Lodewijkx 2008).

Social norms are defined as the general rules and individual expectations on how people act in a group, culture, or community. In addition, this refers to generally accepted patterns of people’s thinking, feeling, and behaving. Norms can be distinguished according to the norm of social responsibility, which emphasizes that people need to help others who depend on them.

Furthermore, the norm of social justice or fairness, which addresses the fair distribution of resources among people, and the norm of social commitment consider the view that people should stay true and honest to the agreements and contractual obligations. Also, they need to respect and honor other people.

2.5 Role overload

Role overload arises because of the pressure of extra work and responsibilities in a workplace. It is described as possessing high role demands within a short time to accomplish them, and as a consequence of role overload, employees perceive that the organization stresses them, which causes a reduction in job satisfaction and reduces OCB due to stress, anxiety, and strain (Ahmad 2016). Hobfoll and Freedy (2017) describe that the uncertainty of heavy workload enhances the risk of related resources such as time and energy. Furthermore, role overload affects job satisfaction, in which the dissatisfied employees are demotivated to engage in OCB. Also, role overload tends to prioritize self-preservation of an employee, focusing on their own duties rather than performing voluntary tasks.

2.6 Gender

Alexandra, Deaconu and Popescu (2014) revealed that female employees possess more OCB in all characteristics, altruism, conscientiousness, civic virtue, courtesy, and sportsmanship than male employees. Besides, Farrell and Finkelstein (2007) stated a different opinion than the previous one, which is that males have a more helping and collaborating attitude than females. The factor of gender and OCB highlights that some of the OCB dimensions, such as civic virtue, are more likely in men, while other dimensions, such as altruism, are expected of women (Schusterschitz, Stummer and Geser 2014). Despite the existence of the aforementioned differences, most of the employers are not interested in considering gender-based rating differentiation. Relatively, female employees face disadvantages in career-related outcomes. Therefore, the matter of gender difference impact on career outcomes needs to be examined and generalized (Allen and Jang 2016, 221).

2.7 Employee attitude

Employee attitude describes as the thinking patterns and feelings of employees about their job role, workplace, and the staff (Milenković 2024). The attitude can be positive, negative, or neutral, which particularly affects their performances. Employees who possess positive attitudes are motivated and more focused on their work tasks and willing to do voluntary work. Moreover, a positive attitude creates a supportive work environment and a desire to be team players (Milenković 2024). Literature reveals that employee attitude is personalized and subjective, such as job satisfaction and work commitment, which are related to OCB. Smith, Organ and Near (1983) identified a strong correlation between job satisfaction and OCB in their study. Some employees who have a greater level of job satisfaction have reflected a higher contribution and engagement in the operations of the organization beyond the assigned duties. An employee who has a positive attitude towards the organization brings a beneficial outcome to the company. An engaged employee is productive, aware of business context, and works in collaboration to improve performance for the betterment of colleagues and the organization (Robertson, Birch and Cooper 2012). Furthermore, Milenković (2024) stated that employee attitude is the main element of a successful company. According to her, a positive employee attitude makes a collaborative, innovative, and more productive workplace atmosphere, which leads to OCB.

2.8 Civic virtue

Civic virtue is defined as good practices that have arisen from morality or a standard of righteous behavior of a citizen in a particular society, which is also one of the most influential organizational citizenship behaviors. It emphasizes how well employees incorporate values of an organization while representing the company positively. Verlinden and Bailey (2024) highlighted that an employee who has civic virtue is an influential organizational ambassador since they express their thoughts on their company positively among other people. Also, it is disciplinary excellence by an individual who is doing the right thing. In the context of organizations, there are specific types of employee contributions that are helpful to achieve organizational goals. It is the responsible participation by an employee in organizational governance (Ocampo et al. 2018).

Based on the critical review of existing literature, the researcher has selected key determinants of OCB, which are independent variables of the thesis.

3 RESEARCH METHODOLOGY AND THE ANALYSIS OF COLLECTED DATA

3.1 Selection of variables and hypotheses development

The thesis is being conducted to find the responsiveness of two types of variables: independent variable (workplace environment) and dependent variable (organizational citizenship behavior). Based on the critically reviewed literature, the researcher has selected four major factors related to the workplace environment that can have a significant impact on OCB. Those are physical factors, psychological factors, structural job characteristics, and work-life balance. The thesis framework below visually describes how independent variables and the dependent variable relate to each other. By developing the framework, the researcher constructed the objectives of the study and thesis questions to understand the impact and provide recommendations.

Based on those independent variables, the hypotheses are being developed, which are testable statements specific to the content. Hypotheses mainly identify the relationship based on statistical findings between independent variables and dependent variable. Therefore, the researcher developed the following hypotheses pertaining to independent variables.

H1 - Physical factors have a positive impact on OCB

H2 - Psychological factors have a positive impact on OCB

H3 - Structural job characteristics have a positive impact on OCB

H4 - Work-life balance has a positive impact on OCB

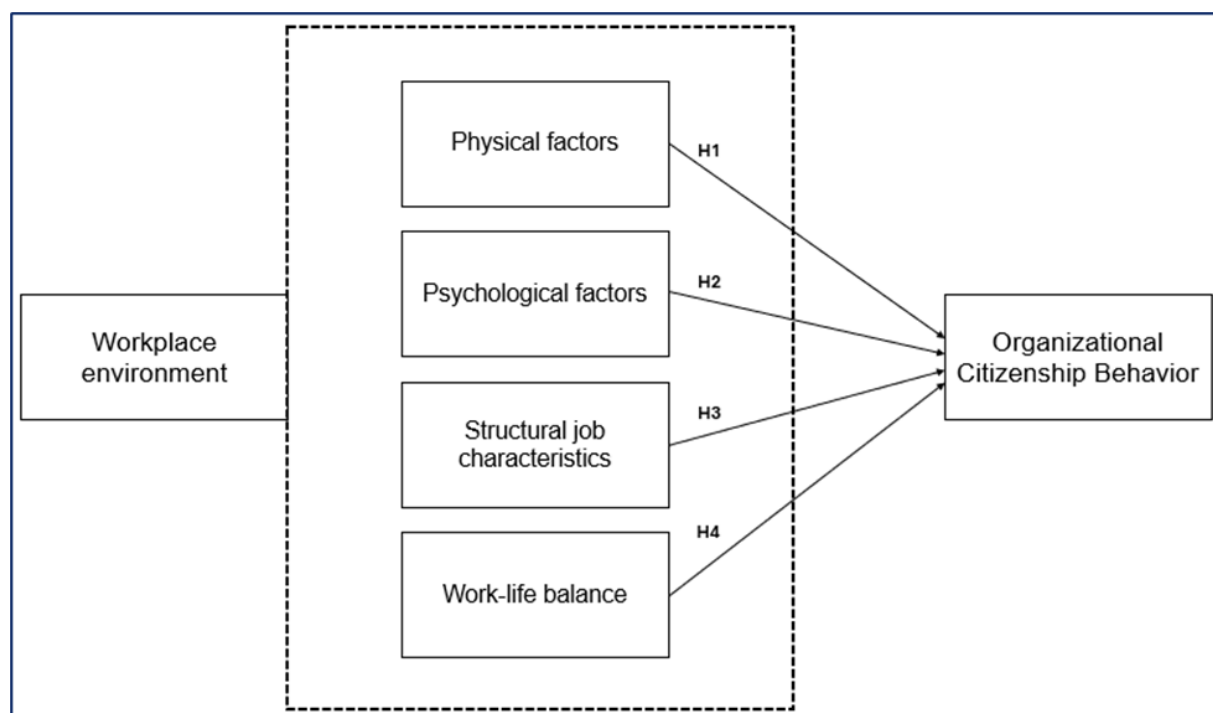


Figure 1. Conceptual framework of the thesis

3.2 Sample selection and data analysis method

Sample refers to the selected proportion of the thesis population. The researcher gathered responses from fifty bankers in three respective banks, using the simple random sampling technique. A Likert scale questionnaire has been distributed among them to collect data, which consisted of twenty questions, including five general demographic data-related questions and fifteen specific questions that were constructed through study variables. The collected data from the questionnaire is being analyzed through the software “Statistical Package for Social Sciences” (SPSS).

3.3 The thesis framework

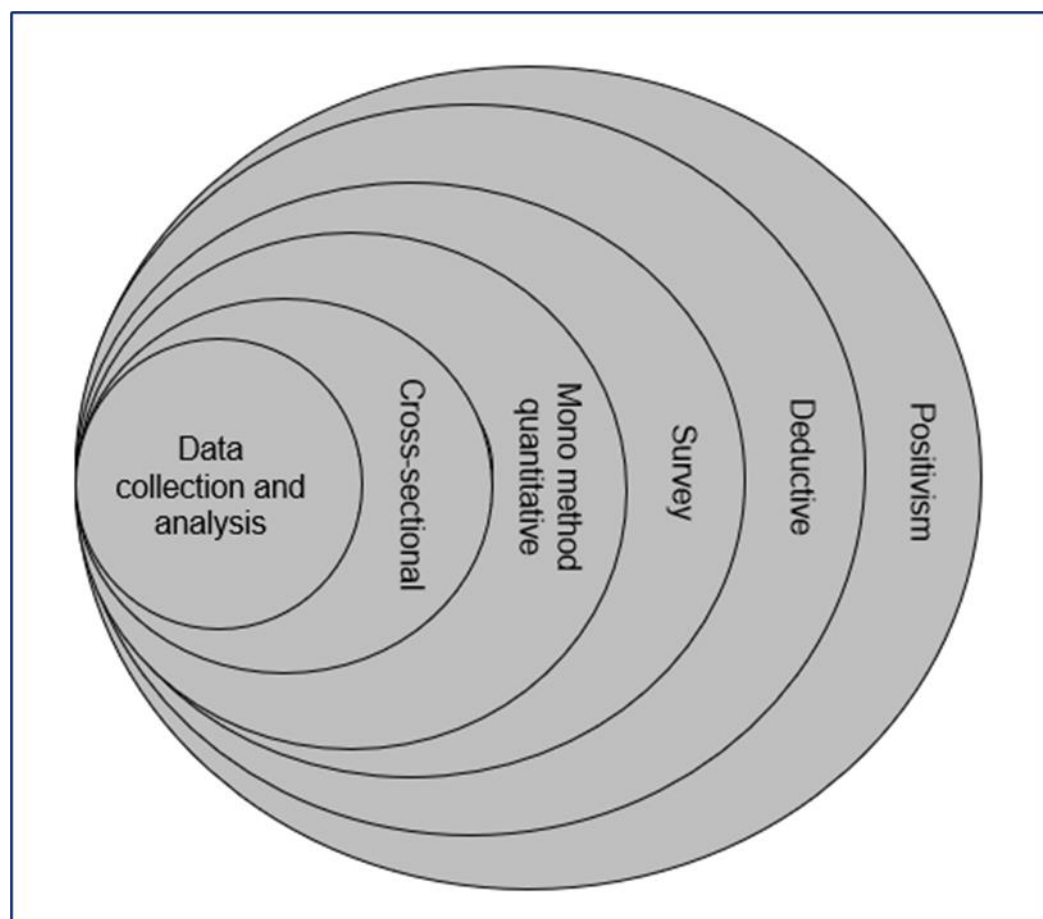


Figure 2. The approach to developing research methodology using the Research Onion model (adapted from Saunders, Lewis and Thornhill, 2007)

The research onion framework depicted above emphasizes the stages involved in the development of the thesis methodology. The first layer starting from the right side of the onion reflects the philosophy of the thesis. Since the knowledge of the study is independent, more scientific, and the results are testable, the study’s philosophy is positivism. Furthermore, the deductive approach was considered because the study tests existing theory by developing hypotheses using the gathered literature. The thesis strategy is considered a survey, and the method is quantitative. The time frame of the study is cross-sectional because all the observations are relevant for a single time frame. As depicted in the final layer, the thesis technique is data collection and analysis, which showcases the method of the thesis conducted.

3.4 Analysis of the demographic data of the respondents

The researcher has included five demographic questions in the questionnaire to understand the background of the respondents.

According to the age distribution among the respondents, the largest age group is 20 to 30 years old, which represents the majority of respondents. Besides, 4% represent the age group of 51 years and above, showcasing the lowest.

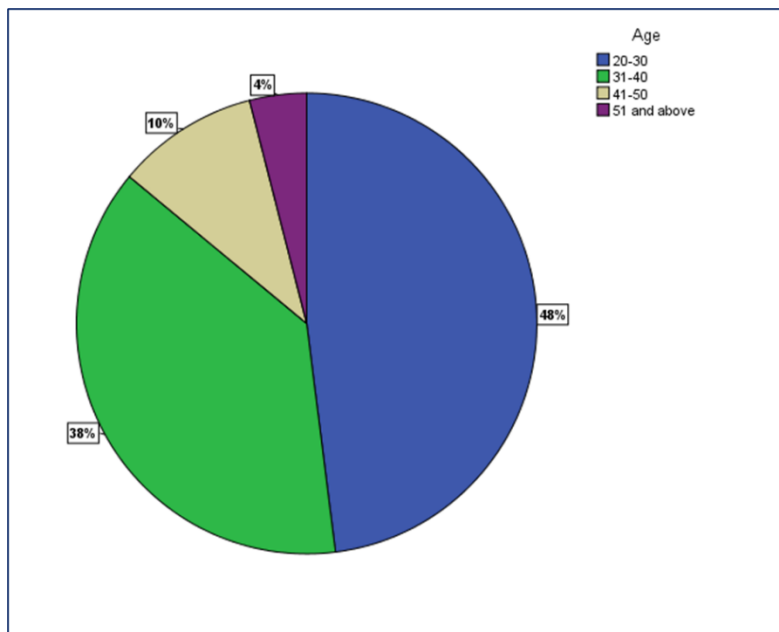


Figure 3. Age distribution of respondents

As depicted in the gender distribution below, it is visible that most of the participants were female, with a percentage of 54%, and there were 23 male participants, which represents 46% of the total sample.

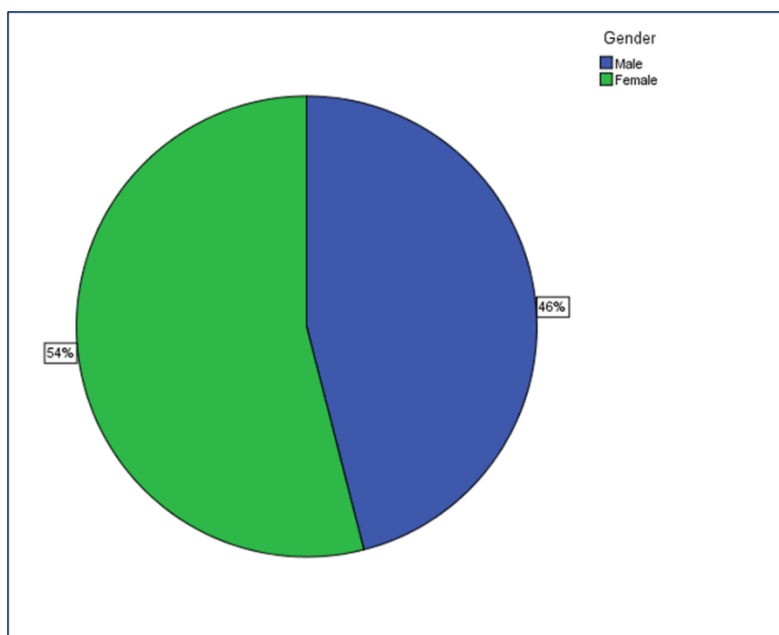


Figure 4. Gender distribution of respondents

Moreover, many participants hold a degree or a professional qualification, accounting for 46% of the total population. In contrast, 28% possess education up to a diploma, and the remaining 26% have completed their advanced-level education.

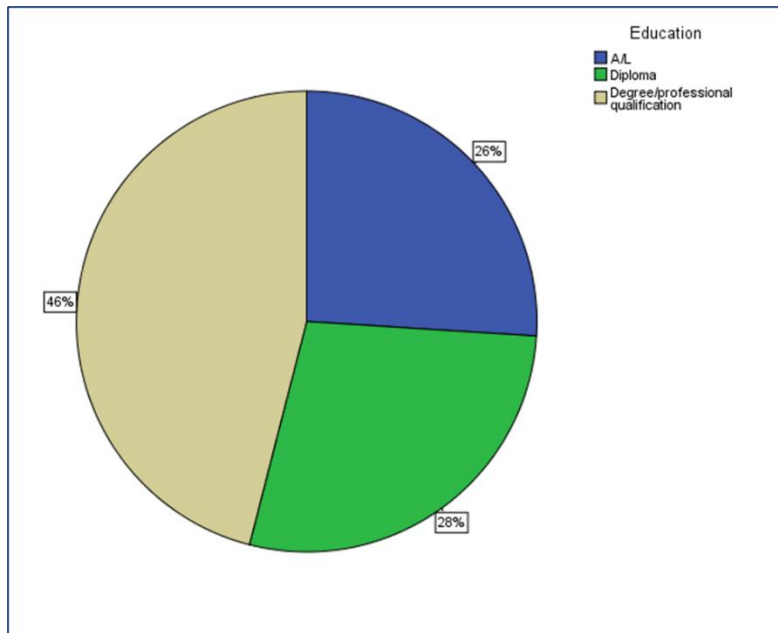


Figure 5. Educational level of respondents

The figure below illustrates how the years of work experience vary among the respondents. 36% of participants have more than 11 years of work experience, followed by 28% with 1-5 years. Besides, 22% of respondents have 6-10 years, and the rest have less than 1 year of work experience.

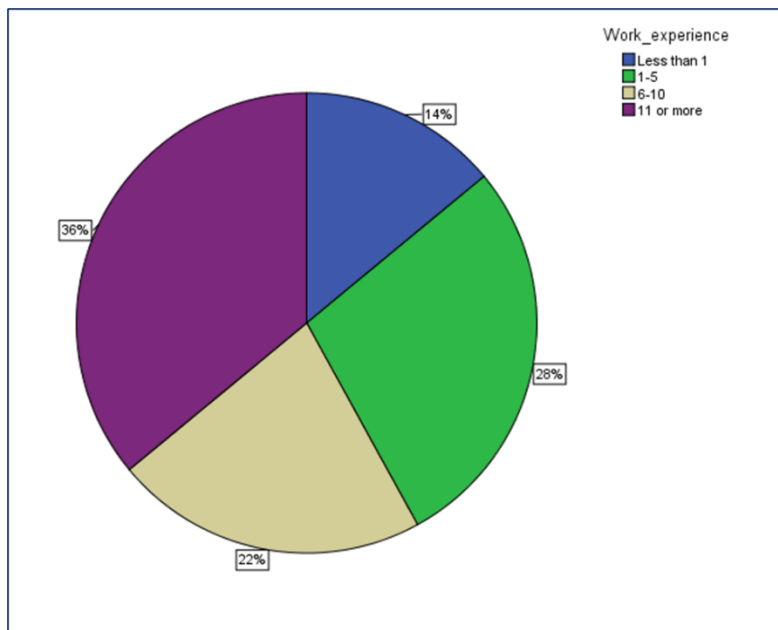


Figure 6. Work experience distribution of respondents

When considering the positions of the respondents, the largest proportion represents executives with 58%, whereas 20% of participants were in the banking assistant position. The rest of the respondents represent trainees and manager or above positions.

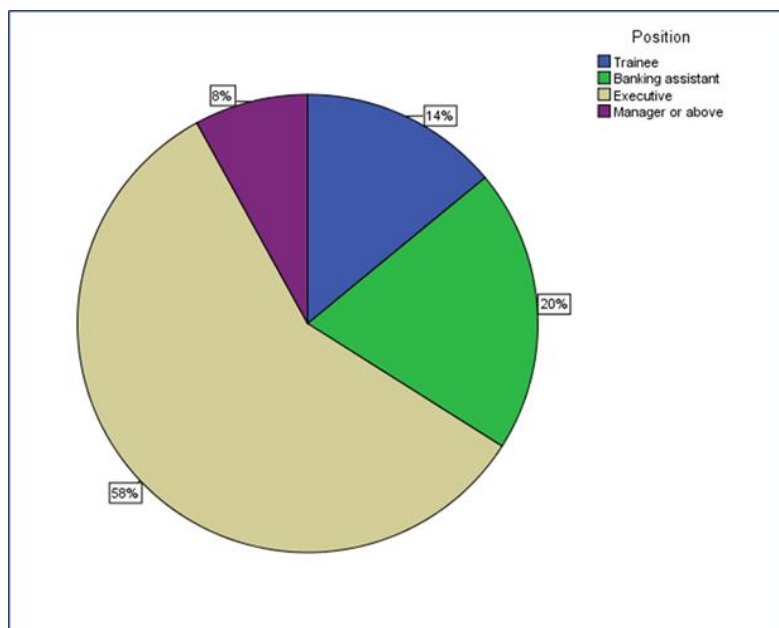


Figure 7. Position distribution of respondents

3.5 Descriptive statistics of the variables

The independent variables and the dependent variable have been analyzed under the descriptive statistics through frequencies, mean value, and the standard deviation of the answers given by the respondents. There were fifteen Likert scale questions on thesis variables; each variable included three questions, and each question ranged from strongly disagree to strongly agree (1 to 5). The descriptive statistics of physical factors are depicted in appendix 2. The mean value of 3.8204 indicates a positive response, which emphasizes a favorable employee tendency towards the variable. The standard deviation value is 0.63604. Since it is recorded as less than 1, it can be identified that most of the respondents are in the same opinion regarding the physical factors in the workplace as expressed by the mean value. Furthermore, the descriptive statistics of psychological factors are depicted in appendix 2. The mean value of 3.8924 indicates a positive response, which emphasizes a favorable employee tendency towards the variable. The standard deviation value is 0.61506. Since it is recorded as less than 1, it can be identified that most of the respondents are in the same opinion regarding the psychological factors in the workplace as expressed by the mean value. Meanwhile, the descriptive statistics of structural job characteristics are depicted in appendix 2. The mean value of 3.3738 indicates a positive response, which emphasizes a favorable employee tendency towards the variable. The standard deviation value is 0.66538. Since it is recorded as less than 1, it can be identified that most of the respondents are in the same opinion regarding the structural job characteristics in the workplace as expressed by the mean value. Moreover, the descriptive statistics of work-life balance are depicted in appendix 2. The mean value of 3.4802 indicates a positive response, which emphasizes a favorable employee tendency towards the variable. The standard deviation value is 0.61044. Since it is recorded as less than 1, it can be identified that most of the respondents are in the same opinion regarding the work-life balance as expressed by the mean value.

The descriptive statistics of organizational citizenship behavior are depicted in appendix 2. The mean value of 3.7132 indicates a positive response, which emphasizes a favorable employee tendency towards the variable. The standard deviation value is 0.58280. Since it is recorded as less than 1, it can be identified that most of the respondents are in the same opinion regarding the organizational citizenship behavior in the workplace as expressed by the mean value.

The mean value recorded for both types of variables is greater than 3.0. According to the mean value standards, all the responses are good and have a positive tendency.

3.6 Hypotheses testing

Hypothesis testing is a systematic procedure that facilitates deciding the relationship between the results of a study and the theory. Hence, hypothesis testing analyzes sample data to represent a population. Furthermore, these are testable statements that are specific to the content. Therefore, hypotheses are developed based on the aforementioned independent variables and the dependent variable. Moreover, the relationship between those variables is being interpreted according to Karl Pearson's correlation coefficient concept, which can be explained through data analytics in SPSS software.

3.6.1 Analysis of H₁

H₁ - Physical factors have a positive impact on OCB

According to Karl Pearson's correlation coefficient concept, the correlation between physical factors and OCB is 0.493, revealing a moderate positive relationship between the variables. It indicates that the hypothesis can be accepted because the value lies between 0.4 and 0.6.

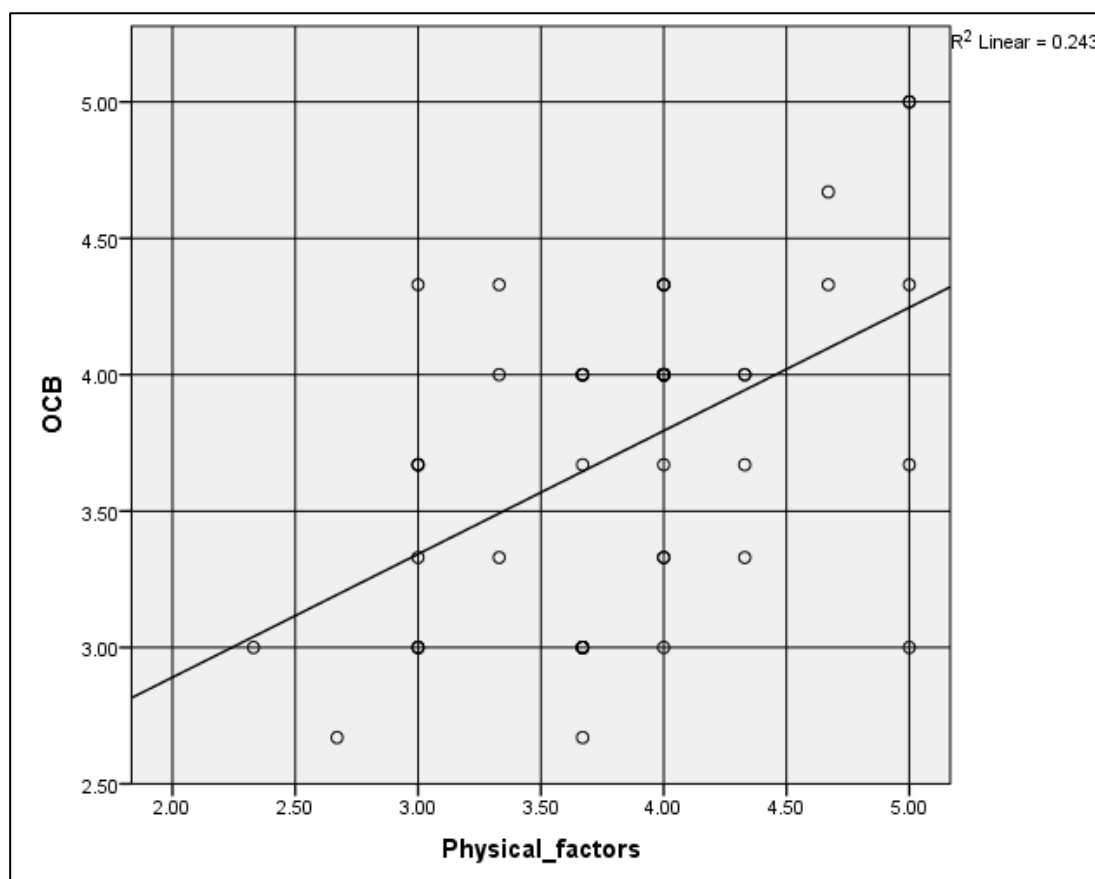


Figure 8. Scatter plot of physical factors and OCB

As per the above scatter plot, each dot illustrates an individual data point, which gives a visual presentation of how the data pertaining to physical factors is gathered. The closer points to the straight line reflect the higher correlation between the two variables.

According to the regression analysis of physical factors and OCB in appendix 2, the R value (correlation coefficient) is depicted as 0.493, which indicates a moderate positive relationship since the R value is between 0.4 and 0.6. The R-square value of 0.243 demonstrates that 24.3% of OCB can be described by the variable of physical factors. The adjusted R-square value of 0.228 defines that only the physical factors are considered to provide predictions, emphasizing 22.8% of changes in OCB. The standard error of the estimate is 0.51223, depicting the average distance between the actual and predicted values. Since the standard error of the estimate is less than 1, the model reflects a good fit.

The ANOVA table evaluates the overall significance of the regression model using the Sig. value (p value). As depicted in the above table, p value of .000 emphasizes the regression is significant because the value is less than the threshold of .05. Since the regression model is statistically significant, it implies that the physical factors contribute meaningfully to describing the variance in OCB.

According to the unstandardized coefficients, for each increasing unit of physical factors, OCB increases by 0.452 units. Additionally, the standardized coefficient beta of .493 indicates a moderate to strong effect of physical factors on OCB.

As per the above results, it is visible that the physical factors have a positive impact on OCB.

3.6.2 Analysis of H₂

H₂ - Psychological factors have a positive impact on OCB

According to Karl Pearson's correlation coefficient concept, the correlation between psychological factors and OCB is 0.664, revealing a strong positive relationship between the variables. It indicates that the hypothesis can be accepted because the value is above 0.6.

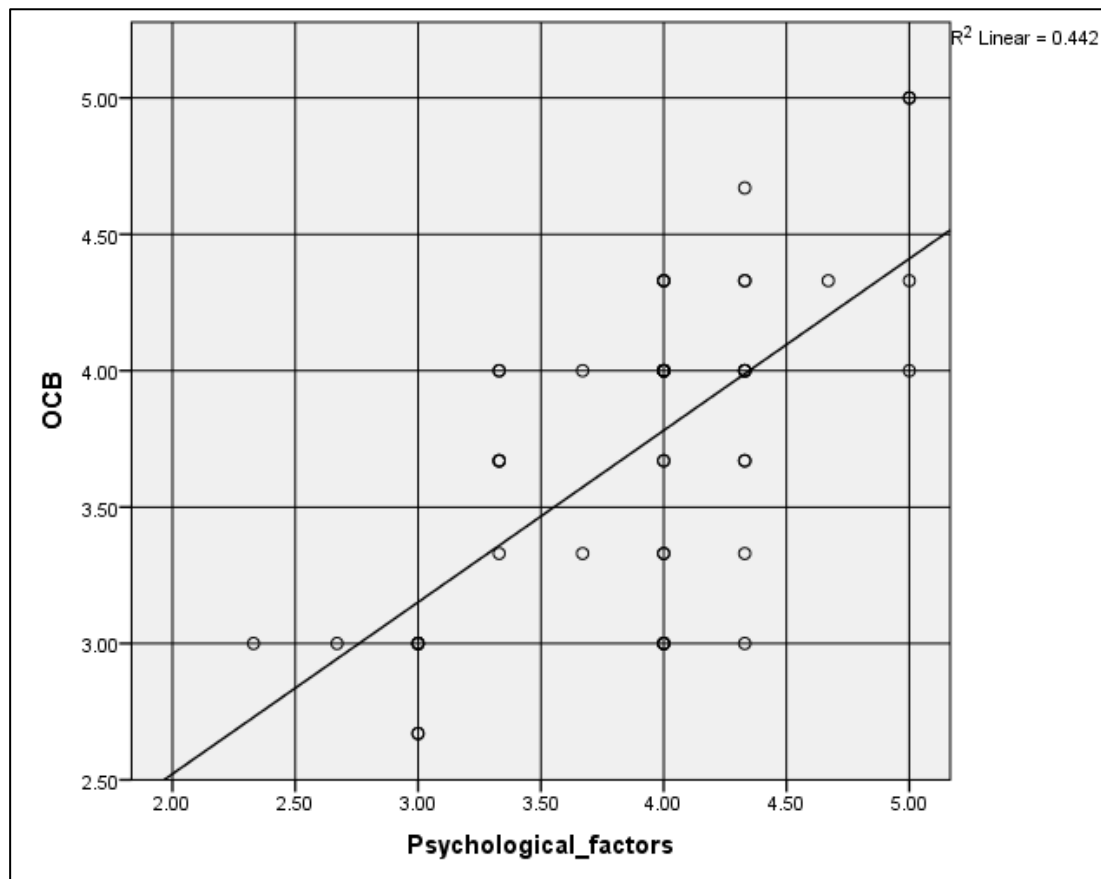


Figure 9. Scatter plot of psychological factors and OCB

As per the above scatter plot, each dot illustrates an individual data point, which gives a visual presentation of how the data pertaining to psychological factors is gathered. The closer points to the straight line reflect the higher correlation between the two variables.

According to the regression analysis of psychological factors and OCB in appendix 2, the R value (correlation coefficient) is depicted as 0.664, which indicates a strong positive relationship since the R value is above 0.6. The R-square value of 0.442 demonstrates that 44.2% of OCB can be described by the variable of psychological factors. The adjusted R-square value of 0.430 defines that only the psychological factors are considered to provide predictions, emphasizing 43% of changes in OCB. The standard error of the estimate is 0.44004, depicting the average distance between the actual and predicted values. Since the standard error of the estimate is less than 1, the model reflects a good fit.

The ANOVA table evaluates the overall significance of the regression model using the Sig. value (p value). As depicted in the above table, p value of .000 emphasizes the regression is significant because the value is less than the threshold of .05. Since the regression model is statistically significant, it implies that the psychological factors contribute meaningfully to describing the variance in OCB.

According to the unstandardized coefficients, for each increasing unit of psychological factors, OCB increases by 0.630 units. Additionally, the standardized coefficient beta of .664 indicates a strong effect of psychological factors on OCB.

As per the above results, it is visible that the psychological factors have a positive impact on OCB.

3.6.3 Analysis of H₃

H₃ - Structural job characteristics have a positive impact on OCB

According to Karl Pearson's correlation coefficient concept, the correlation between structural job characteristics and OCB is 0.754, revealing a strong positive relationship between the variables. It indicates that the hypothesis can be accepted because the value is above 0.6.

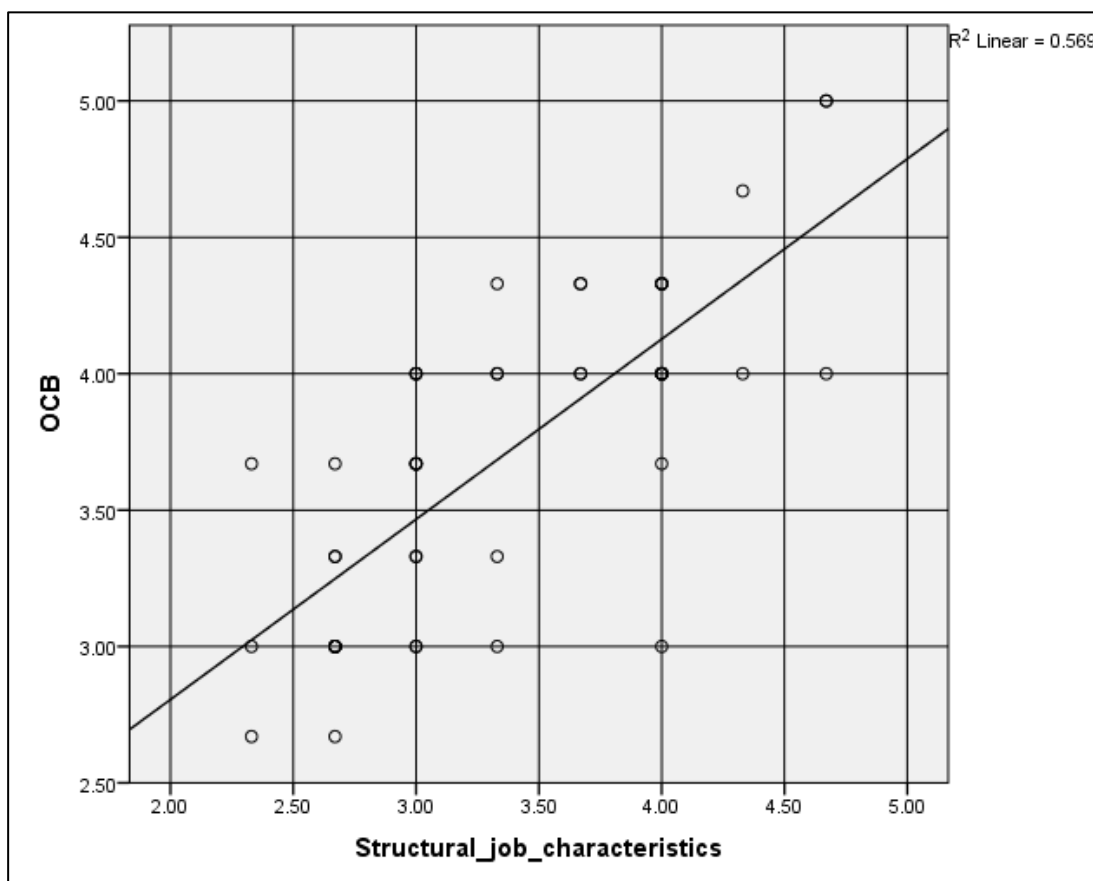


Figure 10. Scatter plot of structural job characteristics and OCB

As per the above scatter plot, each dot illustrates an individual data point, which gives a visual presentation of how the data pertaining to structural job characteristics is gathered. The closer points to the straight line reflect the higher correlation between the two variables.

According to the regression analysis of structural job characteristics and OCB in appendix 2, the R value (correlation coefficient) is depicted as 0.754, which indicates a strong positive relationship since the R value is above 0.6. The R-square value of 0.569 demonstrates that 56.9% of OCB can be described by the variable of structural job characteristics. The adjusted R-square value of 0.560 defines that only the structural job characteristics are considered to provide predictions, emphasizing 56% of changes in OCB. The standard error of the estimate is 0.38656, depicting the average distance between the actual and predicted values. Since the standard error of the estimate is less than 1, the model reflects a good fit.

The ANOVA table evaluates the overall significance of the regression model using the Sig. value (p value). As depicted in the above table, p value of .000 emphasizes the regression is significant because the value is less than the threshold of .05. Since the regression model is statistically significant,

it implies that the structural job characteristics contribute meaningfully to describing the variance in OCB.

According to the unstandardized coefficients, for each increasing unit of structural job characteristics, OCB increases by 0.661 units. Additionally, the standardized coefficient beta of .754 indicates a strong effect of structural job characteristics on OCB.

As per the above results, it is visible that the structural job characteristics have a positive impact on OCB.

3.6.4 Analysis of H₄

H₄ - Work-life balance has a positive impact on OCB

According to Karl Pearson's correlation coefficient concept, the correlation between work-life balance and OCB is 0.687, revealing a strong positive relationship between the variables. It indicates that the hypothesis can be accepted because the value is above 0.6.

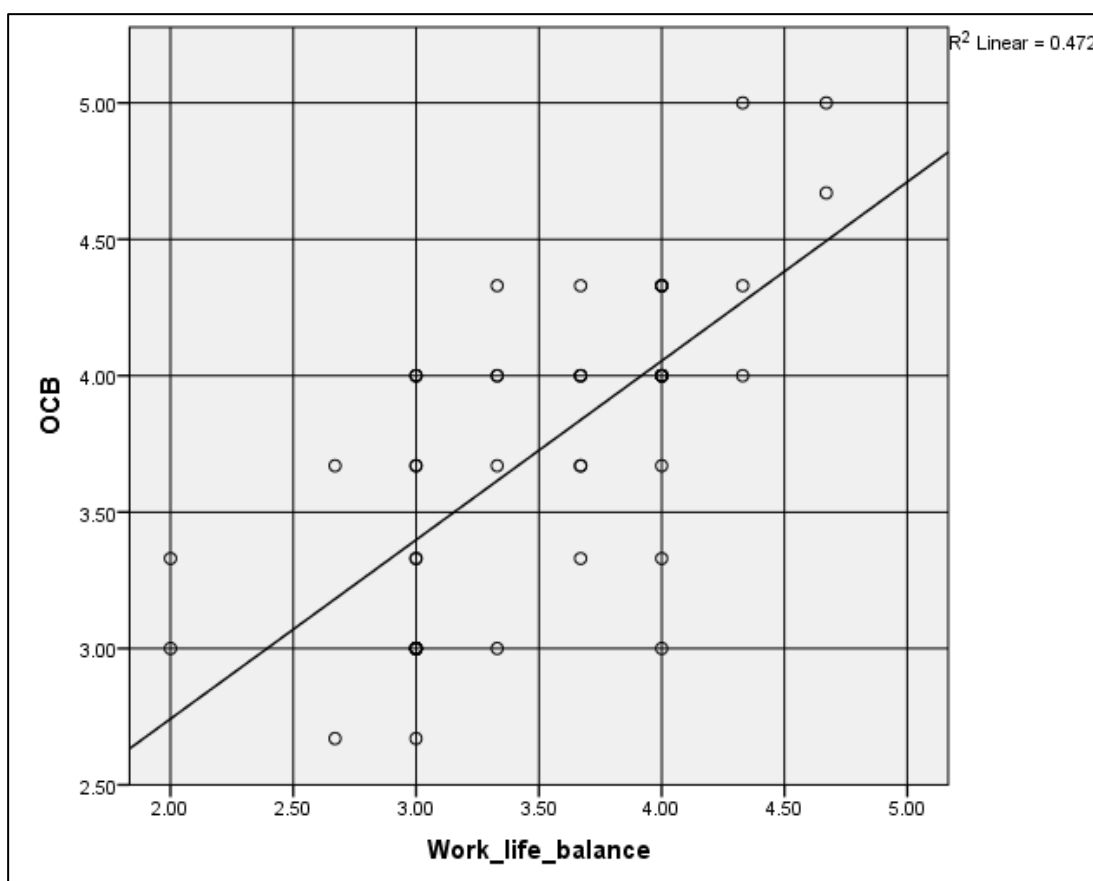


Figure 11. Scatter plot of work-life balance and OCB

As per the above scatter plot, each dot illustrates an individual data point, which gives a visual presentation of how the data pertaining to work-life balance is gathered. The closer points to the straight line reflect the higher correlation between the two variables.

According to the regression analysis of work-life balance and OCB in appendix 2, the R value (correlation coefficient) is depicted as 0.687, which indicates a strong positive relationship since the R value is above 0.6. The R-square value of 0.472 demonstrates that 47.2% of OCB can be described by the

variable of work-life balance. The adjusted R-square value of 0.461 defines that only the work-life balance is considered to provide predictions, emphasizing 46.1% of changes in OCB. The standard error of the estimate is 0.42771, depicting the average distance between the actual and predicted values. Since the standard error of the estimate is less than 1, the model reflects a good fit.

The ANOVA table evaluates the overall significance of the regression model using the Sig. value (p value). As depicted in the above table, p value of .000 emphasizes the regression is significant because the value is less than the threshold of .05. Since the regression model is statistically significant, it implies that the work-life balance contributes meaningfully to describing the variance in OCB.

According to the unstandardized coefficients, for each increasing unit of work-life balance, OCB increases by 0.656 units. Additionally, the standardized coefficient beta of .687 indicates a strong effect of work-life balance on OCB.

As per the above results, it is visible that the work-life balance has a positive impact on OCB.

3.7 Multiple analysis of independent variables and dependent variable

Table 1. Descriptive statistics of variables

Descriptive Statistics			
	N	Mean	Std. Deviation
Physical_factors	50	3.8204	.63604
Psychological_factors	50	3.8924	.61506
Structural_job_characteristics	50	3.3738	.66538
Work_life_balance	50	3.4802	.61044
OCB	50	3.7132	.58280
Valid N (listwise)	50		

According to the descriptive statistics of all the variables, the highest mean value recorded was 3.8924 for psychological factors. Whereas the lowest mean value recorded for structural job characteristics was 3.3738, and other mean values have been recorded within that range. All the mean values emphasize a favorable employee tendency towards the variable. In addition, all the standard deviation values are recorded as less than 1; thus it can be identified that most of the respondents are in the same opinion regarding the variables.

Table 2. Correlation analysis of variables

		Correlations				
		Physical_factors	Psychological_factors	Structural_job_characteristics	Work_life_balance	OCB
Physical_factors	Pearson Correlation	1	.471**	.307*	.215	.493**
	Sig. (2-tailed)		.001	.030	.134	.000
	N	50	50	50	50	50
Psychological_factors	Pearson Correlation	.471**	1	.577**	.501**	.664**
	Sig. (2-tailed)	.001		.000	.000	.000
	N	50	50	50	50	50
Structural_job_characteristics	Pearson Correlation	.307*	.577**	1	.655**	.754**
	Sig. (2-tailed)	.030	.000		.000	.000
	N	50	50	50	50	50
Work_life_balance	Pearson Correlation	.215	.501**	.655**	1	.687**
	Sig. (2-tailed)	.134	.000	.000		.000
	N	50	50	50	50	50
OCB	Pearson Correlation	.493**	.664**	.754**	.687**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	50	50	50	50	50

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

According to the multiple correlation analysis, the Sig. value (p value) of the relationships is less than 0.5, which indicates that the hypotheses can be accepted. Therefore, the researcher can observe that there is a statistically significant relationship between independent variables and the dependent variable.

Table 3. Regression analysis of variables

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.728	.703	.31740

a. Predictors: (Constant), Work life balance, Physical factors, Psychological factors, Structural job characteristics

The R value of 0.853 indicates a strong positive correlation among all the variables. Moreover, the above model summary reflects the R-square value as 0.728, emphasizing 72.8% of the total variances of OCB explained by physical factors, psychological factors, structural job characteristics, and work-life balance.

Table 4. ANOVA results of variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.110	4	3.027	30.051	.000 ^b
	Residual	4.533	45	.101		
	Total	16.643	49			

a. Dependent Variable: OCB

b. Predictors: (Constant), Work_life_balance, Physical_factors, Psychological_factors, Structural_job_characteristics

As depicted in the above ANOVA table, p value of .000 emphasizes the regression is significant because the value is less than the threshold of .05. Since the regression model is statistically significant, it implies that all the independent variables contribute meaningfully to describing the variance in OCB.

Table 5. Coefficient analysis of variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.122	.357		.343	.733
	Physical_factors	.203	.081	.222	2.508	.016
	Psychological_factors	.182	.100	.192	1.827	.074
	Structural_job_characteristics	.337	.098	.384	3.444	.001
	Work_life_balance	.279	.100	.292	2.772	.008

a. Dependent Variable: OCB

According to the multiple coefficients, all the beta values recorded were less than 1. It implies that even though the independent variables change in one unit of measurement, the reaction of OCB does not change in the same way. As per the statistical analysis, all the independent variables had positive relationships with OCB, emphasizing that all the hypotheses are acceptable.

4 CONCLUSION AND RECOMMENDATIONS

According to the reviewed literature, the authors emphasized that physical factors have an impact on OCB. Furthermore, the statistics proved that physical factors and OCB have a positive relationship since 24.3% of OCB was defined by the variable of physical factors. Therefore, it is visible that there is a positive impact between the two variables. Moreover, authors highlighted that psychological factors have a noticeable impact on OCB, as mentioned in the literature review. Also, SPSS correlation analysis revealed that 44.2% of OCB is defined by psychological factors, emphasizing a positive impact of psychological factors on OCB. Thus, it can be identified that psychological factors have a positive impact on OCB. In addition, the correlation analysis of structural job characteristics and OCB indicated a positive relationship since 56.9% of OCB is described by the independent variable, structural job characteristics. Considering the statistical findings, the researcher has found that structural job characteristics have a positive impact on OCB. The hypothesis test for the fourth independent variable revealed that 47.2% of the OCB is explained by work-life balance, indicating a positive relationship between the two variables.

Based on the analytical findings of the thesis, it is evident that all the independent variables: physical factors, psychological factors, structural job characteristics, and work-life balance positively impact OCB. The statistical results imply that structural job characteristics, work-life balance and psychological factors have a strong impact on OCB (Pearson correlation value > 0.6), while physical factors have a moderate relationship. Therefore, the researcher recommends that organizations need to focus more on improving the workplace environment factors that have a strong impact on OCB.

To improve structural job characteristics, an organization can design optimal job descriptions, emphasize autonomy, task differentiation, and provide opportunities to uplift employee skills, which significantly leads to an increase in the employees' discretionary behavior. Moreover, to improve work-life balance, companies need to focus on implementing flexible work schedules, hybrid work possibilities, and practices that could enhance the employee's well-being, which leads to a proactive workforce.

Psychological factors can be improved by implementing mental health support services such as counselling, mental well-being development programs, awareness programs and recreational activities to reduce employee stress to enhance OCB in the workplaces. Although physical factors reflect a moderate level of significance compared to other variables, it is recommended that employers need to ensure that the physical work environment is comfortable for their employees, which directs productivity.

The model summary describes the overall model fit as 0.728 (R^2 value), proving that all four independent variables explain the variance in OCB. Therefore, the researcher suggests a complex and integrated approach needs to be adhered to by the employers, focusing on structural job design, proper work-life balance, and both physical and psychological comfort to encourage OCB among employees.

The aim of the thesis was to understand the impact of the workplace environment on organizational citizenship behavior (OCB) in Sri Lankan private banking sector. The study examined how the workplace environment impacted OCB in Sri Lankan private banks and convinced the importance of OCB, provided recommendations, and further improvements to enhance the discretionary behavior among employees. Moreover, the study emphasized vital factors for companies to recognize their employee needs, which could be improved by the quality of the workplace environment that ultimately leads to

better performance. The thesis indicated the relationship between independent and dependent variables (workplace environment and OCB). Under the workplace environment, there were four independent variables: physical factors, psychological factors, structural job characteristics, and work-life balance. The primary data collection method was a Likert scale questionnaire, whereas the secondary data was gathered through several literary works. The simple random sampling method was used to collect data from fifty bankers to conduct the thesis aligned with the time frame and standards. The impact of the independent variables and dependent variable has been assessed through SPSS data analytics, and according to the statistical analysis, there was a positive impact of all four independent variables on OCB.

5 DISCUSSION

Validity and reliability are major elements of a quantitative thesis that affect the quality of the study. Also, those are integral concepts to produce thesis findings accurately. Thus, the validity and reliability of the study are based on the reliability statistics of the questionnaire and variables. Validity refers to the extent to which the researchable topic is accurately measurable. Whereas reliability measures the consistency of the thesis. The most common method for measuring reliability is Cronbach's alpha measurement in SPSS software, resulting in values between 0 and 1. According to the measurement, if a score is higher than 0.7, it is acceptable and considered reliable. As per the validity and reliability tables depicted in appendix 2, the validity of the questionnaire is 100%, and Cronbach's alpha for the entire questionnaire (excluding five demographic questions) is 0.907. As stated in the Cronbach's alpha standards, the value reflects excellent consistency, demonstrating the correlation between the items within the scale. According to the reliability statistics, physical factors, psychological factors, structural job characteristics, work-life balance, and organizational citizenship behavior were recorded as 0.798, 0.822, 0.745, 0.774 and 0.782 respectively. Hence, the reliability statistics of the variables are considered acceptable and reliable.

Though the study provides valuable insights on the topic of organizational citizenship behavior, the researcher had to face some challenges due to unavoidable limitations when conducting the thesis. Mainly, due to time constraints, the researcher had to restrict to a specific sample of fifty respondents. Therefore, the results of the thesis were based only on the responses of fifty bankers, which is relatively low. Furthermore, due to the complexity of Sri Lankan banking sector, the study focused on only three Sri Lankan private banks. According to the Central Bank of Sri Lanka, there are thirty public and private banks operating in Sri Lanka. Therefore, future studies can be conducted using a larger sample from different banks. The study was only focused on independent variables, despite mediating and moderating variables. Future research can investigate potential mediating and moderating variables also to have a deeper understanding regarding the relationship between the variables. In addition, future studies may include more analytical functions in SPSS software since the thesis was performed using only the mandatory functions in SPSS. When referring to the challenges, the researcher had to put in extra effort when collecting the responses to the questionnaire since the respondents are based in Sri Lanka.

The researcher's experience in conducting thesis work in previous studies significantly facilitated designing and developing this study, specially utilizing the SPSS software and expressing the results. Furthermore, the researcher expresses sincere gratitude to the supervisor for agreeing to supervise this thesis, and the guidance received from the supervisor greatly contributed to the development of this study. Also, the author used ChatGPT to assist in verifying some theoretical information during the development of the study (only as a research aid). The thesis work significantly enriched the author's understanding of the concept and gained new knowledge through scholarly perspectives. It also helped the author to refine the knowledge of SPSS data analysis functions and enhanced the ability to present analytical findings precisely.

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APPENDIX 1: Questionnaire

This questionnaire focuses on finding the impact of workplace environment on organizational citizenship behaviour in Sri Lankan private banking sector. The Organizational Citizenship Behaviour (OCB) refers to the employee's enthusiasm to perform extra work beyond assigned duties. Your responses are confidential and recorded for educational purposes only.

Please click the relevant answer

1. Age : 20-30 31-40
 41-50 51 and above
2. Gender : Male Female
3. Educational level : A/L Diploma
 Degree/professional qualification
4. Work experience (years) : Less than 1 1-5 6-10 11 or more
5. Position/role : Trainee Banking assistant
 Executive Manager or above

Please click the relevant answer as per the following scale

SD – Strongly Disagree **D** - Disagree **N** –Neutral **A** - Agree **SA** - Strongly Agree

Physical conditions		SD	D	N	A	SA
6	I work at comfortable office temperature	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	My workplace has proper lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	I do not have distraction from the noise level in my office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Psychological factors		SD	D	N	A	SA
9	Supervisors and co-workers trust me, and I do the same	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	My supervisors are kind and collaborative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	I receive appreciation when I do good work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Structural Job characteristics		SD	D	N	A	SA
12	My work duration is convenient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	I have the ability to make necessary decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	I can achieve both personal and professional goals with the company support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work-life balance		SD	D	N	A	SA
15	I get support from my workplace to maintain work-life balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	I can have leaves easily when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	I can work in hybrid mode during special scenarios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational Citizenship Behavior		SD	D	N	A	SA
18	We work beyond our duties (my office has a good level of OCB)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	I think doing extra work in a workplace generates positive energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	I prefer to do extra work beyond assigned duties when there is a good workplace environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your response!

~End of questionnaire~

APPENDIX 2: Tables generated through SPSS

Validity statistics of the questionnaire

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability statistics of the questionnaire

Reliability Statistics

Cronbach's Alpha	N of Items
.907	15

Reliability statistics of physical factors

Reliability Statistics

Cronbach's Alpha	N of Items
.798	3

Reliability statistics of psychological factors

Reliability Statistics

Cronbach's Alpha	N of Items
.822	3

Reliability statistics of structural job characteristics

Reliability Statistics

Cronbach's Alpha	N of Items
.745	3

Reliability statistics of work-life balance

Cronbach's Alpha	N of Items
.774	3

Reliability statistics of organizational citizenship behavior

Cronbach's Alpha	N of Items
.782	3

Descriptive statistics of physical factors

	N	Mean	Std. Deviation
<u>Physical factors</u>	50	3.8204	.63604
Valid N (listwise)	50		

Descriptive statistics of psychological factors

	N	Mean	Std. Deviation
<u>Psychological factors</u>	50	3.8924	.61506
Valid N (listwise)	50		

Descriptive statistics of structural job characteristics

	N	Mean	Std. Deviation
<u>Structural job characteristics</u>	50	3.3738	.66538
Valid N (listwise)	50		

Descriptive statistics of work-life balance

	N	Mean	Std. Deviation
<u>Work life balance</u>	50	3.4802	.61044
Valid N (listwise)	50		

Descriptive statistics of organizational citizenship behavior

	N	Mean	Std. Deviation
OCB	50	3.7132	.58280
Valid N (listwise)	50		

Correlations between physical factors and OCB

		Physical_factors	OCB
Physical_factors	Pearson Correlation	1	.493**
	Sig. (2-tailed)		.000
	N	50	50
OCB	Pearson Correlation	.493**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Regression analysis of physical factors and OCB

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.493 ^a	.243	.228	.51223

a. Predictors: (Constant), Physical factors

ANOVA results for physical factors and OCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.049	1	4.049	15.432	.000 ^b
	Residual	12.594	48	.262		
	Total	16.643	49			

a. Dependent Variable: OCB

b. Predictors: (Constant), Physical factors

Coefficient analysis of physical factors and OCB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.987	.445		4.460	.000
	<u>Physical factors</u>	.452	.115	.493	3.928	.000

a. Dependent Variable: OCB

Correlations between psychological factors and OCB

Correlations

		Psychological _factors	OCB
Psychological_factors	Pearson Correlation	1	.664**
	Sig. (2-tailed)		.000
	N	50	50
OCB	Pearson Correlation	.664**	1
	Sig. (2-tailed)	.000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Regression analysis of psychological factors and OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.664 ^a	.442	.430	.44004

a. Predictors: (Constant), Psychological factors

ANOVA results for psychological factors and OCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.349	1	7.349	37.952	.000 ^b
	Residual	9.294	48	.194		
	Total	16.643	49			

a. Dependent Variable: OCB

b. Predictors: (Constant), Psychological factors

Coefficient analysis of psychological factors and OCB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.262	.403		3.135	.003
	<u>Psychological factors</u>	.630	.102	.664	6.160	.000

a. Dependent Variable: OCB

Correlations between structural job characteristics and OCB

Correlations

		Structural_job_characteristics	OCB
Structural_job_characteristics	Pearson Correlation	1	.754**
	Sig. (2-tailed)		.000
	N	50	50
OCB	Pearson Correlation	.754**	1
	Sig. (2-tailed)	.000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Regression analysis of structural job characteristics and OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.569	.560	.38656

a. Predictors: (Constant), Structural job characteristics

ANOVA results for structural job characteristics and OCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.470	1	9.470	63.377	.000 ^b
	Residual	7.173	48	.149		
	Total	16.643	49			

a. Dependent Variable: OCB

b. Predictors: (Constant), Structural_job_characteristics

Coefficient analysis of structural job characteristics and OCB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.484	.285		5.202	.000
	Structural_job_characteristics	.661	.083	.754	7.961	.000

a. Dependent Variable: OCB

Correlations between work-life balance and OCB

Correlations

		Work_life_balance	OCB
Work_life_balance	Pearson Correlation	1	.687**
	Sig. (2-tailed)		.000
	N	50	50
OCB	Pearson Correlation	.687**	1
	Sig. (2-tailed)	.000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Regression analysis of work-life balance and OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 ^a	.472	.461	.42771

a. Predictors: (Constant), Work_life_balance

ANOVA results for work-life balance and OCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.862	1	7.862	42.978	.000 ^b
	Residual	8.781	48	.183		
	Total	16.643	49			

a. Dependent Variable: OCB

b. Predictors: (Constant), Work life balance

Coefficient analysis of work-life balance and OCB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.430	.354		4.043	.000
	<u>Work life balance</u>	.656	.100	.687	6.556	.000

a. Dependent Variable: OCB