

Effect of Psychosocial Safety Climate on Organizational Citizenship Behaviours of Operators in the Ready-Made Garment Industry in Bangladesh

Abu Daud Lutful Zamir Khan¹
Mohammad Rabiul Basher Rubel, PhD²

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Abstract: This study aimed to explore the effect of four dimensions of psychosocial safety climate (PSC) on organizational citizenship behaviour toward individuals (OCBI) and organizations (OCBO) of operator-level employees of the ready-made garment (RMG) industry in Bangladesh. Despite having plenteous research in the PSC and OCB literature, the development of theoretical models and validation were the gaps that required attempts to investigate the role of specific dimensions of PSC on the employees' positive behavioural outcomes. The study followed quantitative, co-relational and cross-sectional approaches to examine the responses of 327 sample participants. The population of this study was all operating employees of the RMG organizations registered with BGMEA located in Dhaka. The study collected data through a structured questionnaire following the survey method. The present study developed a theoretical model and employed the PLS-SEM technique to justify the reliability and validity (convergent and discriminant) of the measurement model and test the study hypotheses through the structural model assessment. The study employed SPSS v.20 and Smart PLS v.3.3.3 for common method variance and the descriptive and inferential statistical assessments. The study results supported six hypotheses out of eight and unveiled that the employees' perception of three dimensions of PSC (PSCMS, PSCOC and PSCOP) had positive impacts on OCBI and OCBO. Besides, the other two hypotheses were not supported by the study results, where the impacts of PSCMP on OCBI and OCBO were examined. The study discussed its findings in alignment with previous research reports and presented suggestions for future researchers and practitioners. This study poses theoretical implications in developing and corroborating a new conceptual model in PSC and OCB literature that cover the impact of each dimension of PSC on employees' OCBI and OCBO. The findings of this study will contribute practically by sending a message to the higher authority of Bangladeshi RMG organizations that the employees' psychosocial well-being oriented managerial support, communication, and participation will persuade the employees to expose the greater extent of OCB.

Keywords: Psychosocial safety climate, organizational citizenship behaviour, social exchange theory, RMG industry of Bangladesh.

¹ Associate Professor, Department of Management Studies, Tongi Government College, Gazipur, Bangladesh

² Associate Professor, BRAC Business School, BRAC University, Mohakhali, Dhaka, Bangladesh

1.1 Introduction

Organizations in the contemporary business world are no longer interested in employees performing merely the prescribed task performance (Sanga, 2020). In this vein, higher management is much more enthusiastic about the workforce displaying additional and discretionary positive behaviours in accompanying formal task performance for the sake of their sustainable survival and prosperity (Tariq et al., 2021). Organizational citizenship behaviour (OCB) is one of the extensively used phenomena for explaining this additional and optional behaviour of employees in the relevant literature (Banwoo & Du, 2020). This behaviour is also divided into two categories like OCB toward individuals (OCBI) and OCB toward organizations (OCBO) (Willimas & Anderson, 1991; Jacobsen & Beehr, 2022). OCB helps organizations in developing socialization activities and in enhancing employees' professional skills informally that accelerate individuals' and organizations' performance. OCB is a kind of meaningful and benevolent social behaviour that the employees exhibit voluntarily beyond their assigned job duties without expecting formal rewards from the organizations (Widarko & Brotoharto, 2022). Thus, the organizations will be sustainable if they can retain an adequate number of OCB-exposing employees.

Usually, the employees come forward to perform OCB when they experience organizational interventions focusing psychological and social support (Tariq et al., 2021). Moreover, if the organizational climate can create the scope for the employees to interact socially with other members, they habitually display OCB in the workplace. Previous scholars in pertinent literature reported many fostering factors of OCB in the organizations as part of their employee well-being centered exertions (Neena & Dinesh, 2022; Tumwesigye et al., 2020). In this respect, the psychosocial safety climate (PSC) could be one of the vital organizational interventions that could substantially influence employee OCB. Here, we argue that the dimensions of PSC may positively influence the employees' OCBI and OCBO in the readymade garment (RMG) industry of Bangladesh. PSC raises the concerns of organizations by providing support and protection for employees' psychological and social disadvantages through well-being oriented policies, practices and procedures (Teo et al., 2020). PSC permits the involvement and participation of all levels of organizational members and other stakeholders in psychosocial safety protection schemes (Dollard et al., 2017). As such, these involvement and participation of PSC programme establish the circumstances of social interactions among the employees and allow them to show OCB performance.

Furthermore, the studies with PSC in manufacturing industries of a non-western developing country like Bangladesh were found very much scant. That is why the researchers of the present study attempted to explore the impact of the dimensions of PSC on employees' OCBI and OCBO. The present study considered the operator-level employees of the RMG industry of Bangladesh. This is a labour-intensive industry where approximately 75% employees work at the lower positions of organizational hierarchy such as operators and helpers (Rubel, 2015). Local researchers claim that the RMG organizations of Bangladesh hold a distressed work climate. For example, Hamja et al. (2019) claim that the management of these organizations emphasize more on production ignoring employees' occupational health and safety (OHS) issues. In this line of thought, Haque et al. (2020) reveal that the managers of the above-mentioned organizations often force their employees for overtime work. Besides, there are few more suppressed scenario of work climate of this industry,

such as long working hours, target based work, work in holidays, work pressure, and understaffed workplace (Alam et al., 2018; Islam et al., 2019). These factors engender psychological health problems and social discomfort. Hence, the proclamations of previous scholars indicate that the psychosocial safety climate of the ready-to-wear manufacturing industry of Bangladesh is at below standard level due to extant psychosocial harms and hazards where more investigations are required. In this perspective, the present study attempted to explore the impact of the dimensions of psychosocial safety climate on employees' OCB performance deemed with the basic concept of social exchange theory (SET). Notably, the view of social exchange theory postulates that the well-being oriented organizational efforts (e.g. PSC) reciprocate with the employees' will-based OCB exposition (Tumwesigye et al., 2020). Thereupon, based on the support of prior researches, this study is an effort to develop a conceptual model examining the relationship between the dimensions of PSC and OCBI and OCBO to fill the gap in relevant literature (See figure 1).

1.2 Underpinning Theory

The present study conceptualizes the social exchange theory (SET) as the underpinning theory to explain the relationship between PSC and OCB. The social exchange theory posits that people engage in mutual exchange process based on the fundamental view of reciprocity (Blau, 1964). The reciprocal view of social exchange theory between employer and employee has been explained by many scholars in the empirical studies (Liu et al., 2022; Easa & Orra, 2021; Ravikumar & Raya, 2019; Teo et al., 2020). In an employment contract, the employer and employee involve in mutual beneficial interactions grounded on the norms of social exchange theory (Rubel et al., 2021). Employees usually respond with pro-active benevolent behaviours when organizations confirm well-being centered policies, practices and procedure by reflecting the notion of SET. The psychosocial safety climate reflects the well-being centered activities that positively influence employee OCB (Tariq et al., 2021) and equally establishes the basic norms SET. Blau (1964) describes the social exchange from two categorical points of view, such as material/economic exchange and non-material/non-economic exchange. The present study conceptualizes the second category of SET view as it interprets the exchange between organization and employee in the form of PSC (a non-material/non-economic organizational resource) and its' subsequent reactive outcome of the employees in the form of OCB (a non-material/non-economic positive response).

2.0 Literature Review

2.1 Psychosocial safety climate (PSC)

Psychosocial safety climate is the higher management-driven scheme that confirms organizations' provision of serving the employee well-being by supporting and protecting them from psychological health problems and social harms (Teo et al., 2020). PSC introduces and implements organizational policies, practices and procedures because of relieving the employees' psychological health-related problems so that they can get back to their usual performance and behaviour (Dollard & Bakker, 2010; Parent-Lamarche & Biron, 2022). PSC permits the employees to get rid of psychosocial risk factors like work overload, and lack of decision-making authority

(Oppert et al., 2022). PSC opens the doors to the remedial opportunities for the employees to cope with adverse psychological health conditions that might induce them to expose desired work-related behaviours like OCB.

PSC comprised of four dimensions such as (i) higher management's support in protecting employees from psychological ill-health, (ii) higher management's priority in preventing psychological health problems over productivity, (iii) organizational communication that emphasizes employees' concerns about psychological health issues, finally, (iv) organizational participation opportunity on psychological health and safety related issues that include employees, trade unions, and occupational health and safety representatives (Hall et al., 2010; Huyghebaert et al., 2018). PSC is a precursor of individual-level outcomes and is positively related to employees' constructive behaviours (Mansour et al., 2022). The present study attempts to explore how each dimension of PSC affects employees OCBI and OCBO in a labour-intensive industry of a non-western developing country like Bangladesh.

2.2 Organizational citizenship behaviour (OCB)

Organizational citizenship behaviour is the employees' additional role behaviour performed beyond prescribed job duties featuring discretionary, voluntary and cooperative for which the individuals are not explicitly promised by the official reward system (Organ, 1988; Liu et al., 2022). OCB is one form of prosocial behaviour that manifests employees' additional performance and is described as positive, constructive and meaningful social behaviours toward individuals and organizations (Widarko & Brotoharto, 2022). When it is beneficial to the individuals it is called OCBI and when it is in favour of the organizations it is called OCBO (Williams & Anderson, 1991; Jacobsen & Beehr, 2022). OCBI directly plays in part helping other individuals in the form by reducing workload, enhancing workability, sharing official notice and news and so forth (Widarko & Brotoharto, 2022). These authors equally define OCBO as the behaviour that serves benefits to the organizations by and large. For instance, maintaining attendance above other employees, using organizational property with care, upholding the organization's image to outsiders and so on. The present study intends to examine how OCBI and OCBO are influenced distinctively by the four dimensions of PSC.

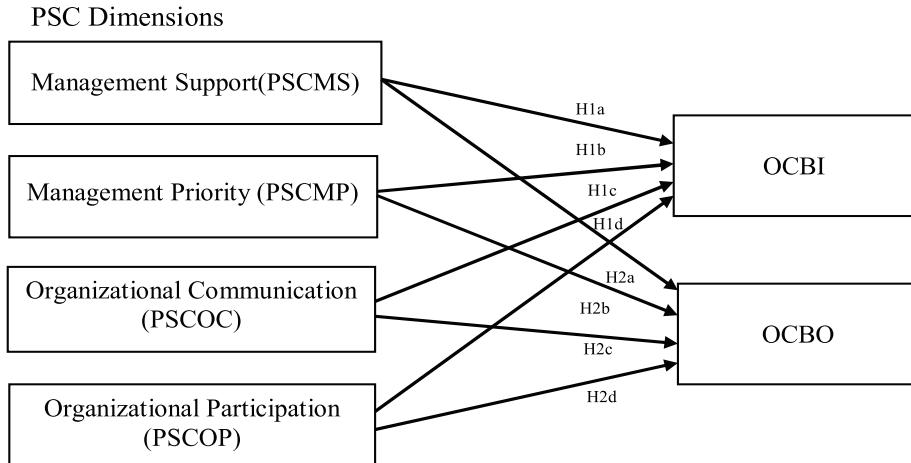


Figure 1: Conceptual model of the study

3.0 Development of Hypotheses

3.1 Psychosocial safety climate and OCBI

Drawing with the concept of social exchange theory (SET), it is credible that when the employees become satisfied with organizational schemes (e.g. PSC) they feel gratification to show discretionary and voluntary pro-social behaviours in their consideration of other individuals (e.g. OCBI) of the organizations (Cho & Choi, 2021). According to Liu et al. (2022), if employees get support from higher management to mitigate work-related afflictions; they are more likely to show constructive behaviours to other individuals in the organizations. In this view, PSC acts as an organizational resource providing a source that can attenuate the employees' psychologically distressed conditions and help them to bounce back with more positive behavioural outcomes (Yulita et al., 2022) like OCB toward other individuals. Therefore, based on the view of reciprocal relationship as it is the basic norm of SET, we can argue that the PSC centered management support, management priority, organizational communication and organizational participation may positively correlate with OCBI. Accordingly, we have developed the following hypotheses:

- H1a: There is a positive relationship between PSC related management support and OCBI.
- H1b: There is a positive relationship between PSC related management priority and OCBI.
- H1c: There is a positive relationship between PSC related organizational communication and OCBI.
- H1d: There is a positive relationship between PSC related organizational participation and OCBI.

3.2 Psychosocial safety climate and OCBO

By using the SET lens, it is tenable that employees become committed to serving something in

return through constructive behaviours to the organization (e.g. OCBO) when they receive well-being oriented support (e.g. PSC) from higher management (Liu et al., 2022). In this context, Easa & Orra (2021) contended that the employees reciprocate with additional positive behaviours if the organizations value them properly. According to Tumwesigye et al. (2020) when employees perceive organizational favourable interventions (e.g. PSC), they feel the obligation and respond with benevolent behaviours toward the organizations (e.g. OCBO). When the higher management enacts policies, practices and procedures focusing to mitigate employees' various discomforts and distresses, they become gleeful and serve the organizations with beneficent behaviours. Moreover, Oppert et al. (2022) argued that PSC made it an essential tool that confirmed a safe psychosocial workplace and could positively influence employees' efficacious behaviour that benefits the organizations through individual performance. Thus, based on the support from previous studies, we can contend that the dimensions of PSC, such as management support, management priority, organizational communication and organizational participation may positively correlate with OCBO. In this connection, the study is proposing the following hypotheses:

- H2a: There is a positive relationship between PSC related management support and OCBO.
- H2b: There is a positive relationship between PSC related management priority and OCBO.
- H2c: There is a positive relationship between PSC related organizational communication and OCBO.
- H2d: There is a positive relationship between PSC related organizational participation and OCBO.

4.0 Methodology

4.1 Research design

The present study followed a correlational research design, where the researcher collected relevant data and analyzed the relationship between the variables based on the study's proposed theoretical model. The study equally adopted the cross-sectional approach to gather data in a single time frame and draw conclusions based on that particular time limit (Sekaran & Bougie, 2010). The data for this study consisted of the perceptions of RMG operators regarding the connection between psychosocial safety climate and organizational citizenship behaviour at both individual and organizational levels. To carry out the research, a quantitative approach was utilized, with a structured questionnaire serving as the primary research instrument.

4.2 Sample and data collection

The study's target population consists of all the operating employees (operators) employed in the RMG organizations registered with BGMEA (Bangladesh Garments Manufacturer and Exporters Association) located in the Dhaka region as sampling frame area. The sampling frame area included all the operating employees (operators) working in registered RMG organizations. The selection of registered RMG organizations was based on the ease of identification and the similarity in management practices among these organizations, as stated by BGMEA (2022). Dhaka was chosen as the sampling frame because it covered approximately 61% of the RMG

organizations in Bangladesh (Rubel, 2015). According to Saunders et al. (2007) and Sekaran & Bougie (2010), the sampling frame is considered a valid representation of the total population. Thus, Dhaka was selected as the sampling frame to represent the RMG industry in Bangladesh. As per BGMEA (2022), operators constitute approximately 80% of the total labour force in the RMG industry. Therefore, this study focuses specifically on operators in registered RMG organizations. Consequently, the individual operator working in a registered RMG firm having at least one year of job tenure in the present organization is the unit of analysis in this study.

The current study utilized the judgmental sampling technique, which is a subset of purposive sampling within the nonprobability sampling design. Purposive sampling involves selecting specific individuals who possess the desired information either because they are the sole source or because they meet certain criteria established by the researchers, as described by Sekaran & Bougie (2010). In judgmental sampling, the researcher selects the sample based on specific criteria, as mentioned by Cooper & Schindler (2008). In this study, the judgmental sampling technique was employed to gather data from a specifically chosen group that aligned with the objectives of the research.

This study applied a survey method to collect data in 2022 (November and December). The study distributed a total of 650 questionnaires, of which 348 were returned. Out of these 348 questionnaires, 21 were excluded due to incompleteness. Thus, a total of 327 questionnaires were utilized, resulting in a response rate of 50.3 percent, which was considered satisfactory for data analysis. Previous studies conducted in Bangladesh had reported a 30 percent response rate (Rubel et al., 2021).

4.3 Instrument measures

The participants were requested to provide ratings for the survey items using a 5-point Likert scale, where 1 represented “strongly disagree” and 5 denoted “strongly agree.” The psychosocial safety climate construct was assessed using 12 items distributed across four dimensions (PSC-related management support, PSC-related management priority, PSC-related organization communication, PSC-related organizational participation). These dimensions were adapted from PSC-12 scale previously employed by Hall et al. (2010) where each of the four dimensions of PSC was measured by three items. In contrast, the organizational citizenship behaviour constructs were measured using two dimensions: OCB for individuals (OCBI) and OCB for organizations (OCBO). For these two dimensions, ten items were adapted from a recognized scale of Ma and Qu (2011) where 5 items were for OCBI and 5 items were for OCBO. The study encloses the measurement items for each latent variable in the appendices. To explore potential cause-effect relationships, a Structural Equation Model utilizing a partial least squares approach, akin to multiple regression analysis, was employed. This approach aligns with the methodology described by Hair et al. (2019). The researchers translated the survey questionnaire into the local Bengali language with easily understandable wordings, as the respondents were worker-level employees. The study also validated its questionnaire by five experts relevant to this field of investigation, including two university professors, two RMG supervisors, two operator-level employees, and one labour rights activist.

4.4 Data analysis

The data entry, data cleaning, missing value calculations, and descriptive analysis were conducted using the Statistical Package for the Social Sciences (SPSS). For the data analysis, the SmartPLS3.3.3 software was utilized. Since the data in this study relied on self-reports, the potential for common method variance (CMV) was acknowledged. To assess the extent of CMV, the Harman's one-factor test was performed. According to Podsakoff & Organ (1986), CMV becomes problematic if a single latent factor explains a significant portion of the variance. In the present study, the un-rotated factor analysis revealed that the first factor accounted for 32.3% of the total 69.6% variance across the six factors. Therefore, it can be concluded that CMV was not a significant concern in this study.

5.0 Results

5.1 Profile of the respondents

Table 1 depicts the results of the socio-demographic features of the respondents. The results show that 65.7% of operator-level employees are female in the apparel industry of Bangladesh. About 82% of operator-level employees represent having a maximum of 30 years of age where the mean age is 27.25 years. Approximately 84% of them are married. Almost 87% of these employees possess educational backgrounds up to a higher secondary school level. Moreover, 78.6% of operator-level employees hold a maximum of 5 years of job tenure in their present organizations which reflects an alarming rate of quitting tendency from their present workplace. Their average job tenure in the present organization is 4.21 years. On the other hand, it is remarkable that approximately 94% of the operator-level employees leave their job permanently from this industry after serving only for 15 years. These employees' average job experience is 6.78 years in the industry.

Table 1:Socio-demographic profile of the respondents

Demographic Features		Frequency (N = 327)	Percentage (%)
Gender	Male	112	34.3
	Female	215	65.7
Age (years)	18-24	98	30.1
	25-30	170	51.9
Mean age	31-40	54	16.4
	41-50	4	1.3
	Above 50	1	.3
Marital status	Single	48	14.7
	Married	279	84.1

Educational background	No education	24	7.3
	Primary school	135	41.5
	Secondary school	126	38.6
	Higher secondary school	38	11.7
	Bachelor degree	3	0.9
	1-5	257	78.6
Job tenure in present organization (years)	6-10	58	17.7
	11-15	8	2.5
	Above 15	4	1.2
Mean job tenure in present organization		4.21 years	
Job experience in the RMG industry (years)	1-5	161	49.2
	6-10	106	32.4
	11-15	41	12.5
	Above 15	19	5.9
Mean job experience in the RMG industry		6.78 years	

5.2 Measurement model

The analysis of the PLS-SEM path modeling technique is employed in the present study to establish the reliability, convergent and discriminant validity of the measurement model. In this context, item loadings, Cronbach's alpha, and composite reliability are accounted for in the reliability test and the average variance extracted (AVE) is responsible for convergent validity. Table 2 shows that all item loadings, AVE, and CR values were found above the cut-off values respectively 0.708, 0.5 and 0.7 as suggested by Hair et al. (2019). Thereupon, the results ensure the acceptance of the reliability and convergent validity of the study's measurement model.

Table 2: Test results of reliability and convergent validity

Items' Code	Loading	CA	CR	AVE
OCBI-1	0.774	0.825	0.876	0.587
OCBI-2	0.773			
OCBI-3	0.758			
OCBI-4	0.720			
OCBI-5	0.804			
OCBO-1	0.790	0.826	0.878	0.590
OCBO-2	0.758			
OCBO-3	0.713			
OCBO-4	0.799			
OCBO-5	0.777			

PSCMP-1	0.742	0.655	0.812	0.592
PSCMP-2	0.821			
PSCMP-3	0.807			
PSCMS-1	0.837	0.723	0.844	0.644
PSCMS-2	0.823			
PSCMS-3	0.745			
PSCOC-1	0.819	0.715	0.826	0.614
PSCOC-2	0.729			
PSCOC-3	0.801			
PSCOP-1	0.750	0.723	0.820	0.603
PSCOP-2	0.800			
PSCOP-3	0.779			

Note(s): OCBI: Organizational citizenship behaviour toward individuals, OCBO: Organizational citizenship behaviour toward organization, PSCMS: PSC related management support, PSCMP: PSC related management priority, PSCOC: PSC related organizational communication, PSCOP: PSC related organizational participation, CA=Cronbach's alpha, CR=Composite reliability, AVE=Average variance extracted.

The present study applied both Fornell-Larcker (Fornell & Larcker, 1981) and heterotrait-monotrait (HTMT) criteria (Hair et al., 2019) to test the discriminant validity of the measurement model. In the Fornell-Larcker criterion method, the square roots of AVEs (all the diagonal numbers in italics of Table 3) were found larger than the correlation coefficients between the constructs of corresponding off-diagonal values as recommended by Rubel et al. (2020). Besides, in the HTMT ratio method, the values should be ≥ 0.85 (the stricter criterion) or ≥ 0.90 (the lenient criterion) suggested by Hair et al. (2019). The results show that the HTMT values were found below the threshold marks of both the stricter and lenient criterion of HTMT0.85 HTMT0.90 as well as within the limit of ≥ 0.85 and ≥ 0.90 (Table 4). Hence, the measurement model of this study fulfilled the discriminant validity from both of the viewpoints of Fornell-Larcker and HTMT criteria.

Table 3: Discriminant validity test results based on Fornell-Larcker criterion

	OCBI	OCBO	PSCMP	PSCMS	PSCOC	PSCOP
OCBI	0.766					
OCBO	0.709	0.768				
PSCMP	0.434	0.442	0.710			
PSCMS	0.561	0.529	0.695	0.703		
PSCOC	0.507	0.518	0.612	0.624	0.684	
PSCOP	0.497	0.490	0.661	0.679	0.660	0.677

Table 4: Discriminant validity test results based on HTMT criterion

	OCBI	OCBO	PSCMP	PSCMS	PSCOC	PSCOP
OCBI						
OCBO	0.783					
PSCMP	0.577	0.592				
PSCMS	0.713	0.682	0.806			
PSCOC	0.661	0.686	0.815	0.834		
PSCOP	0.653	0.645	0.861	0.768	0.765	

5.3 Structural model

The structural model of PLS-SEM path analysis is accounted for assessing the hypothesized relationships between the variables. According to Hair et al. (2019), the evaluation of multicollinearity issues through variance inflation factor (VIF- inner), the in-sample explanatory power of the exogenous variables in interpreting the variance of endogenous variables through R^2 (coefficient of determination) and blindfolding-based predictive accuracy of the study model through Q^2 (constructs' cross-validated redundancy) are the pre-conditions to assessing the significance test of the study hypotheses. Strikingly, the VIF values less than 3 are ideally acceptable, whereas R^2 values 0.75, 0.50 and 0.25 are substantial, moderate and weak respectively and Q^2 values greater than 0, 0.25 and 0.50 describes small, medium and large correspondingly (Hair et al., 2019). The results of the PLS-SEM path model estimation confirmed the VIF values of all constructs less than 3 and $R^2 = 0.349$ for OCBI and $R^2 = 0.333$ for OCBO. On the other hand, the results engendered the Q^2 values for OCBI as 0.194 and for OCBO as 0.190. Thus, at this stage, we can conclude that the pre-conditional criteria of the structural model before the corroboration of the study hypotheses were acceptable (Table 5).

Table 5: Constructs' VIF (inner), R^2 and Q^2 values from PLS-SEM path model analysis

Exogenous Constructs	VIF (Inner)	R^2		Q^2	
		OCBI	OCBO	OCBI	OCBO
PSCMS	1.303				
PSCMP	1.486				
PSCOC	1.356				
PSCOP	1.312				

After the consummation of the aforementioned criteria of the structural model, the present study conducted a 1000-times bootstrap assessment procedure to test the research hypotheses. The bootstrap-based significance test results of the PLS-SEM path model analysis supported six hypotheses out of the eight of this study (Table 6 and Figure 2). From the first group of hypotheses H1a, H1c and H1d were found supported by the study results. Here, the PSC-related management support ($\beta = 0.339$, $t = 4.693$, $p < 0.01$), PSC-related organizational communication ($\beta = 0.154$, $t = 2.153$, $p < 0.05$) and PSC-related organizational participation ($\beta = 0.171$, $t = 2.153$, $p < 0.05$) were

found significantly positively correlated with OCBI. In the second group of hypotheses H2a, H2c and H2d were found supported by the study results. Here, also the PSC-related management support ($\beta = 0.234$, $t = 3.235$, $p < 0.01$), PSC-related organizational communication ($\beta = 0.217$, $t = 2.966$, $p < 0.01$) and PSC-related organizational participation ($\beta = 0.163$, $t = 2.238$, $p < 0.05$) were found significantly positively correlated with OCBO. On the contrary, the study results did not support one hypothesis from the first group as H1b and another from the second group as H2b where PSC-related management priority was the predictor of OCBI and OCBO. Therefore, we can conclude that the three dimensions of psychosocial safety climate, such as PSCMS, PSCOC and PSCOP can justifiably positively influence the OCBI and OCBO of the operator-level employees of the RMG industry of Bangladesh.

Table 6: Results of test of hypotheses from PLS-SEM path model analysis

Hy-po-the-ses	Relationships	Std. Beta	Std. Error	t-value	p-value	C. I.		Decision
						2.5%	97.5%	
H1a	PSCMS → OCBI	0.339	0.072	4.693**	0.000	0.194	0.471	Supported
H1b	PSCMP → OCBI	-0.008	0.072	0.113	0.910	-0.131	0.151	Not Supported
H1c	PSCOC → OCBI	0.154	0.071	2.153*	0.032	0.011	0.291	Supported
H1d	PSCOP → OCBI	0.171	0.079	2.153*	0.032	0.004	0.315	Supported
H2a	PSCMS → OCBO	0.234	0.072	3.235**	0.001	0.092	0.372	Supported
H2b	PSCMP → OCBO	0.039	0.070	0.554	0.580	-0.086	0.191	Not Supported
H2c	PSCOC → OCBO	0.217	0.073	2.966**	0.003	0.079	0.353	Supported
H2d	PSCOP → OCBO	0.163	0.073	2.238*	0.025	0.016	0.293	Supported

Note(s): C. I. = Confidence interval, ** $p < 0.01$, * $p < 0.05$ (based on two-tailed test with 1000 bootstrapping).

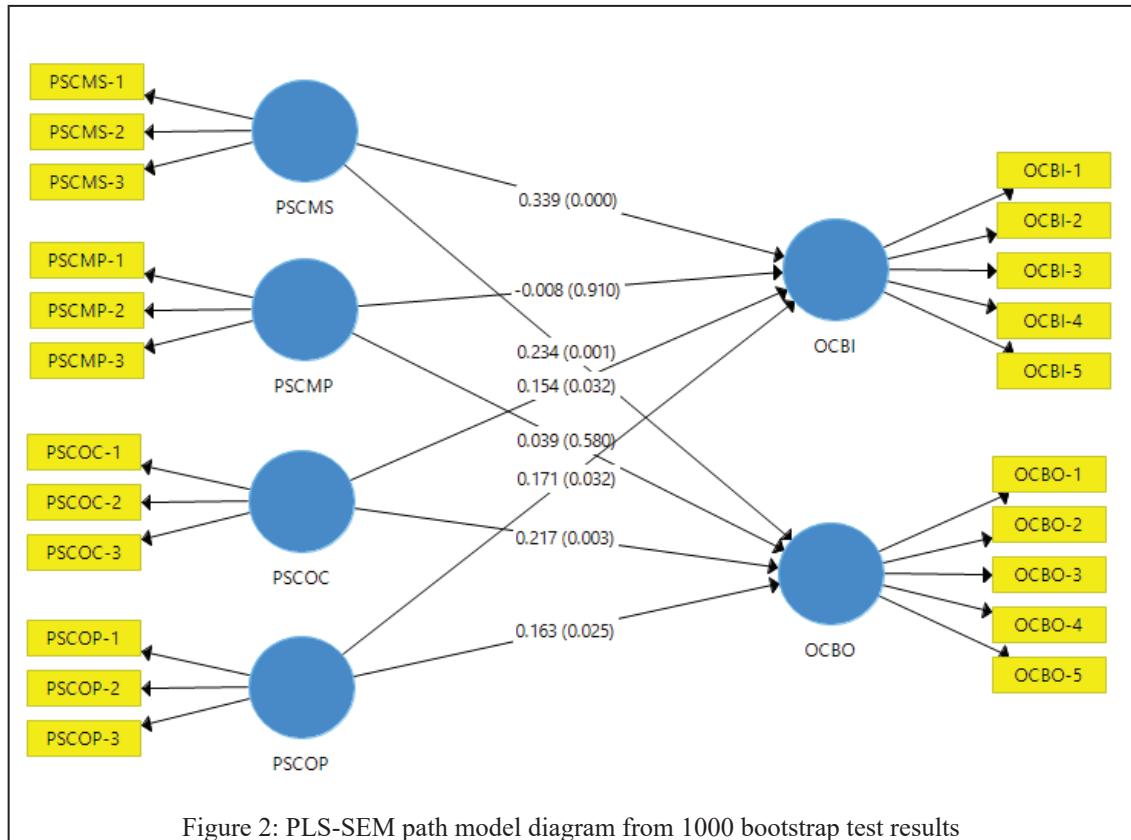


Figure 2: PLS-SEM path model diagram from 1000 bootstrap test results

6. Discussion

The present study engenders a new understanding of how the four dimensions of psychosocial safety climate affect organizational citizenship behaviours toward individuals (OCBI) and organizations (OCBO) in the RMG industry of Bangladesh. The present study probed the direct relationships between the dimensions of PSC and the two dimensions of OCB by forming the hypotheses into two groups. The first group represented four hypotheses (H1a, H1b, H1c and H1d) and proposed to verify the direct effect of four dimensions of PSC such as PSC-related management support (PSCMS), PSC-related management priority (PSCMP), PSC-related organizational communication (PSCOC) and PSC-related organizational participation (PSCOP) on OCB toward individuals (OCBI). Among these four hypotheses, the study results supported H1a, H1c and H1d; as such the dimensions of PSCMS, PSCOC and PSCOP had a significant positive impact on OCBI.

In corroboration of the second group of hypotheses (H2a, H2b, H2c and H2d), the study results unveiled the similar type of findings as the previous ones. Here, the hypotheses were developed to justify the direct effect of PSCMS, PSCMP, PSCOC and PSCOP on OCB toward the organizations (OCBO). At this stage, the study results supported three hypotheses like H2a,

H2c and H2d reflecting that PSCMS, PSCOC and PSCOP significantly positively impacted the employees' OCBO. Though there is no previous empirical study that attempted to verify the impact of each dimension of PSC on employees' behavioural outcomes, a study was conducted by Tariq et al. (2021) to test the impact of overall PSC on employee OCB and found a significant positive relationship between the variables. These findings indicated that the higher management's support, communication and the privilege to employee participation concerning psychological health and safety-related issues considerably persuade the RMG operator-level employees to display OCB toward other individuals (OCBI) and OCB to the organizations (OCBO).

Besides, the study results did not support hypotheses H1b and H2b where the impact of PSC-related management priority (PSCMP) on OCBI and OCBO were tested. Notably, the PSCMP dimension of psychosocial safety climate is accounted for ensuring the higher management's equal priority on both the employee productivity and psychological health-related issues. Perhaps, the operator-level staff of Bangladeshi RMG organizations could not perceive the managerial efforts regarding prioritizing the employees' psychological well-being as equal to the organizations' production to a great extent. That is why the employees showed an inconsiderable effect of PSCOC on OCBI and OCBO. This perspective can also be supported by the previous research investigations. For instance, Hamja et al. (2019) and Haque et al. (2020) reported that the management of the RMG organizations of Bangladesh inclined more toward production in comparison to the employees' physical and psychological health and safety issues.

7. Theoretical and practical implications

The present study aimed at developing a theoretical model to explore the impact of the dimensions of psychosocial safety climate on the employees' organizational citizenship behaviours to individuals and to organizations. This study is a new attempt in PSC and OCB literature that shed light on verifying the distinct and specific effect of each dimension of PSC on the employees' positive extra-role behaviours like OCBI and OCBO. Though the previous literature strived to examine the PSC as a whole as precursor of various positive outcomes (Mansour & Trambley, 2018; Tariq et al., 2021), investigations for justifying the impact of its four components distinctively (e.g. PSCMS, PSCMP, PSCOC and PSCOP) on employee outcomes were found absent. That is why the present study is different, unique and imitable in the relevant field of knowledge.

By setting aside of the aforementioned theoretical contributions, the findings of this current study include a few indispensable pragmatic implications for the HRM professionals, managers, and the owners of the RMG organizations of Bangladesh. Practically, the present study's findings suggest the higher management of Bangladeshi RMG organizations that the employees' psychological well-being centered managerial support, communication and participation considerably help the workforce to get back to their usual mental state and induce them to show OCBI and OCBO. Moreover, the study results equally indicate that the employees' would perform a greater extent of OCBI and OCBO if the higher management could prioritize more or equal to psychological ill-health remedial interventions comparing to production demands. However, the findings of the current study come up with the practical paradigm for a worker-intensive manufacturing industry

of a non-western country like Bangladesh. The study results also have similar implementations for other industries and other countries in the globe.

8. Limitations and future research directions

Congruent to other studies, the present investigation bears a few limitations and accordingly acknowledges this part. As such, the respondents were drawn from a single geographical area of Bangladesh. The study followed a purposive judgmental sampling technique to reach the sample respondents. In addition, the study was cross-sectional. These limitations decreased the criteria of the study to provide the generalized findings considering the research context. Future researchers can enlarge the study area, adopt the probability sampling method and can conduct longitudinal research investigations to get more commonly acceptable study results.

Furthermore, the study assessed of participants' opinion by a self-rating instrument that may cause of common method bias. Albeit, all required steps were initiated, common method biasness was not completely removable in a survey study (Rubel et al., 2021). Future researchers can follow the supervisor and peer reporting method to overcome the above-mentioned limitation. Moreover, future researchers can explore the direct, indirect and moderating effect of PSC and its dimensions considering various organizational and employee-level variables, such as HRM practices, perceived organizational support, abusive supervision, workplace bullying and harassment, physical safety climate, counterproductive work behaviour, hostile attitudes, interpersonal conflict, technology adaption, innovative work behavior and so forth. However, In spite of having a few limitations, this study serves significant results with appropriate interpretations and contributes in the relevant literature.

9. Conclusion

The goal of this research is to provide a pedagogical enhancement of the workplace psychology and organizational behaviour literature. The study concludes that most of the dimensional components of PSC have positive impact on OCBI and OCBO except PSC related management priority. The study's findings support the theory that employees display an elevated degree of OCBI and OCBO when upper management emphasizes the workers' psychological health issues and safety concerns through organizational policies, practices, and procedures. Remarkably, it is evident that employee OCB confirms organizational sustainable effectiveness (Liu et al., 2022). Because, OCB is the employees' additional benevolent behavior performed in supporting their prescribed job performance (Widarko & BrotoSuharto, 2022). In essence, PSC can play its greater role in developing sustainable RMG organizations of Bangladesh and also other industries of the globe by enhancing employees' OCBI and OCBO.

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Appendices:

Measurement items of the study variables:

A. Psychosocial safety climate (PSC):

Items
PSC related Management Support (PSCMS)
<ol style="list-style-type: none"> 1. In my organization, higher management acts quickly to solve problems or issues that affect employees' psychological health. 2. The higher management of my organization acts certainly when a concern of an employees' psychological health issue is raised. 3. My supervisor shows support for stress management through involvement and commitment.
PSC related Management Priority (PSCMP)
<ol style="list-style-type: none"> 1. The higher management of my organization gives a priority for psychological well-being of the employees. 2. The higher management of my organization considers employees' psychological health to be of great importance. <p>In my organization, higher management considers employees' psychological health to be as important as productivity.</p>
PSC related Organizational Communication (PSCOC)
<ol style="list-style-type: none"> 1. In my organization there is a good communication system about psychological safety issues which affect me much. 2. My supervisor always provides me the information about various psychological well-beings of my organization. 3. The higher management of my organization operates an open door policy on psychological health issues.
PSC related Organizational Participation (PSCOP)
<ol style="list-style-type: none"> 1. Participation and consultation on psychological health and safety issues occurs with employees', unions and with health and safety representative of my organization. <p>The higher management of my organization encourages the employees to become involved in psychological health and safety issues.</p> <ol style="list-style-type: none"> 2. The prevention of psychological stress involves all levels of employees of my organization.

B. Organizational citizenship behaviour toward individuals (OCBI):

Items

- 1 I help my coworkers who have heavy workload in my organization.
- 2 I spend enough time to listen to my coworkers' work related problems and try to solve.
- 3 I help my coworkers who were on leave or absent.
- 4 I pass organizational notices and news to my coworkers
- 5 I go out of my way to help new coworkers.

C. Organizational citizenship behaviour toward organization (OCBO)

Items

- 1 I take care and protect my organization's property.
- 2 My attendance at work is above the required level.
- 3 I promote good will of my organization when talking to the outsiders.
- 4 I don't waste the time unnecessarily during the working period.
- 5 I give advance notice if I cannot come to work.
