

A Study to Learn How Organisational Citizenship Behavior Enhances the Stability of Work Performance

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ABSTRACT

A vital component of workplace dynamics, organisational citizenship behaviour (OCB) adds to the general stability and effectiveness of job performance. It includes optional and voluntary actions that go above and beyond the call of duty, creating a productive workplace and strengthening team dynamics. Employers who foster OCB frequently see improvements in teamwork, employee engagement, and overall performance sustainability, a research on how Organisational Citizenship Behaviour (OCB) stabilises job performance is crucial to enhancing workplace efficiency, employee engagement, and organisational success.

This study explores the impact of OCB on the stability of work performance by analyzing key behavioral dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. It examines the relationship between OCB, personality traits, and job attitudes to determine how these factors influence workplace productivity and harmony. Through an in-depth review of existing literature and case studies, the study provides insights into the role of OCB in strengthening organizational resilience and employee commitment.

The findings of this report suggest that promoting OCB within an organization leads to greater job satisfaction, reduced turnover, and a more stable work environment. By encouraging positive workplace behaviors and fostering a culture of cooperation, organizations can enhance employee performance and ensure long-term success. These insights are valuable for managers and HR professionals seeking to build a motivated and high-performing workforce.

Keywords: Organizational citizenship behaviour, Stability, Work Performance

CHAPTER I INTRODUCTION

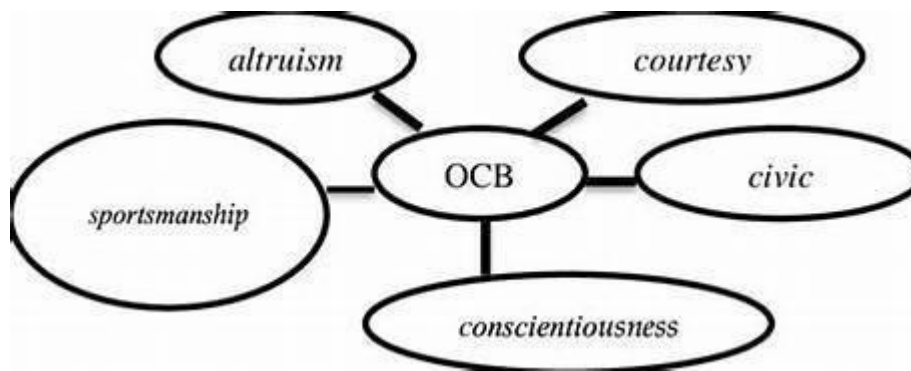
Overview of the Study

Organizational Citizenship Behavior (OCB) is a crucial aspect of workplace dynamics, contributing to the overall stability and efficiency of work performance. It encompasses voluntary and discretionary behaviors that go beyond formal job requirements, fostering a positive work environment and enhancing team cohesion. Organizations that cultivate OCB often experience increased employee engagement, collaboration, and overall performance sustainability.

This study examines the role of OCB in maintaining stable work performance by assessing key

behaviors such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. It explores the connection between OCB, personality traits, and job attitudes to understand their impact on workplace productivity and harmony. Through a comprehensive analysis of existing literature and case studies, the study offers valuable insights into the role of OCB in enhancing organizational resilience and employee commitment.

The statements emphasize that organizations that actively promote OCB benefit from stronger teamwork, higher employee morale, and sustained performance stability. By fostering a culture of mutual support and voluntary cooperation, OCB enhances workplace relationships, leading to increased motivation and engagement among employees. A positive work environment, driven by higher morale, helps reduce stress and enhance job satisfaction. Moreover, OCB fosters teamwork and collaboration, enabling employees to work cohesively toward shared organizational goals. This study provides valuable insights for managers, HR professionals, and leaders on implementing OCB-based strategies to create a supportive workplace culture, strengthen employee commitment, and ensure long-term success.



key behaviours of OCB

Industry Profile

Organizational development and workplace behavior, The Organizational Development and Workplace Behavior industry focuses on enhancing employee performance, workplace culture, and long-term business stability by integrating behavioral psychology, human resource management, and business strategy. A key aspect of this industry is the study and implementation of Organizational Citizenship Behavior (OCB), which promotes voluntary, non-mandatory employee behaviors that contribute to overall workplace efficiency and collaboration. In today's rapidly evolving corporate landscape, organizations must prioritize employee morale, teamwork, and motivation to remain competitive. The shift toward remote and hybrid work models, increasing workplace diversity, and growing employee expectations for a positive work environment have made OCB-driven strategies essential. Companies that invest in workforce development, leadership training, and employee engagement initiatives tend to experience higher retention rates, increased productivity, and sustained performance stability.

Strong tendency in the Industry,

Emphasis on Employee Engagement & Well-being, Businesses are integrating well-being programs and recognition systems to enhance employee morale and discretionary efforts.

Leadership & Team Collaboration Initiatives, Organizations are focusing on leadership development

programs to encourage teamwork and workplace harmony.

Data-Driven Workforce Analytics, Advanced AI and HR analytics tools are being used to measure and enhance employee commitment and performance.

Flexible Work Models & Organizational Culture, With remote and hybrid work on the rise, companies are adopting new approaches to foster OCB in virtual environments.

Impact on Business Performance and Future Prospects,

The Organizational Development industry plays a vital role in strengthening workplace performance stability through the implementation of OCB-focused strategies. Organizations that successfully adopt these practices experience enhanced collaboration, lower employee turnover, and a more resilient workforce. As businesses continue to embrace technological advancements and respond to evolving employee expectations, the need for OCB-driven workplace solutions is expected to rise.

By leveraging insights from organizational behavior research and HR best practices, companies can create a positive and productive work environment that fosters long-term success and employee satisfaction. Additionally, OCB encourages employees to collaborate with their colleagues, promoting teamwork that enhances work efficiency and overall business sustainability. A strong culture of cooperation and discretionary effort ensures not only immediate performance improvements but also the long-term growth and stability of the business.

Need of the study

In the evolving business landscape, organizations must prioritize building a stable and high-performing workforce to maintain a competitive edge. Organizational Citizenship Behavior (OCB) plays a crucial role in this process by encouraging employees to go beyond their formal job responsibilities, fostering teamwork, collaboration, and a positive workplace culture. OCB contributes to increased job satisfaction, reduced employee turnover, and enhanced overall productivity. Additionally, it strengthens organizational resilience by promoting adaptability and proactive problem-solving. Studying OCB is essential for understanding its impact on work performance stability, employee engagement, and long-term business success, making it a key factor in sustainable organizational growth.

Changing Workforce Expectations, With evolving employee expectations, businesses must adapt to retain and engage top talent.

Increased Competition, Organizations need effective strategies to enhance productivity and maintain a competitive edge.

Rise of Remote and Hybrid Work Models, Understanding OCB is crucial in fostering engagement and collaboration in flexible work environments.

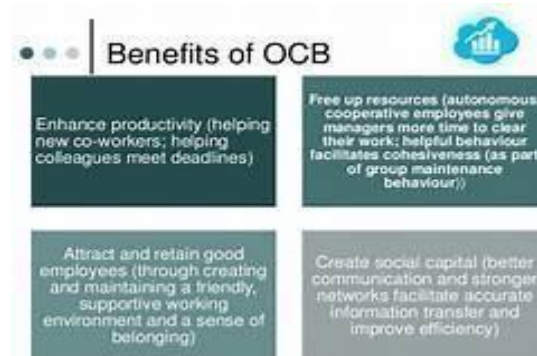
Enhancing Employee Engagement and Job Satisfaction, OCB promotes a positive workplace culture, leading to higher morale and motivation.

Reducing Employee Turnover, Encouraging voluntary, proactive behaviors helps improve retention rates.

Boosting Organizational Success, OCB fosters teamwork, accountability, and discretionary effort, directly impacting business performance.

As a further matter, as businesses strive for sustained productivity and resilience, integrating OCB into HR and leadership strategies becomes increasingly important. This study helps organizations identify

ways to encourage teamwork, enhance motivation, and strengthen overall workplace efficiency, ensuring long-term growth and competitive advantage in the modern corporate landscape.



benefits of OCB

Objectives of the study Primary objectives,

To analyze the impact of Organizational Citizenship Behavior (OCB) on the stability and consistency of employee work performance, examining how voluntary, proactive, and cooperative behaviors contribute to overall organizational efficiency and long-term success.

Secondary objectives,

- To identify the key dimensions of Organizational Citizenship Behavior (OCB) and their relevance in different workplace settings.
- To examine the relationship between OCB and employee performance stability, focusing on factors such as job satisfaction, motivation, and engagement.
- To assess the role of OCB in reducing workplace conflicts and enhancing teamwork, leading to improved organizational harmony.
- To explore how OCB influences employee retention and organizational commitment, contributing to long-term workforce stability.
- To evaluate the impact of leadership styles and organizational culture on fostering OCB among employees.

Scope of the Study

This study explores how Organizational Citizenship Behavior (OCB) enhances work stability by examining its impact on key workplace factors such as job performance, employee engagement, team cohesion, and organizational resilience. Understanding these relationships will help organizations develop strategies to foster a stable and productive work environment.

The research adopts a quantitative approach, utilizing survey-based methods and statistical analysis in SPSS, including regression and correlation techniques. Additionally, a review of secondary data and qualitative insights from interviews or case studies may be incorporated for a deeper understanding. The study may focus on a specific region, industry, or organization, with potential comparisons across different sectors for broader insights.

The study targets employees, managers, and HR professionals across various industries, with sample

size determined by statistical requirements. It will analyze both short-term and long-term effects of OCB on work stability, using historical data to identify trends and predict future implications for organizational performance and resilience.

Limitations of the study

Limited Generalizability – Findings may not be universally applicable across all industries, organizations, or cultural contexts.

Measurement Challenges – Assessing OCB relies on self-reported data, which may be influenced by bias or social desirability.

Organizational Culture Influence – The effectiveness of OCB may depend on the existing workplace culture, leadership styles, and management practices.

Ethical and Legal Considerations – Encouraging OCB should not lead to employee exploitation, where voluntary behaviors become expected without proper recognition.



Father of OCB (Dennis Organ)

CHAPTER II LITERATURE REVIEW

Theoretical concepts

Organizational Citizenship Behavior (OCB) Theory, Introduced by Dennis Organ (1988), Organizational Citizenship Behavior (OCB) refers to voluntary workplace behaviors that enhance organizational effectiveness. Its key dimensions include **Altruism** (helping coworkers), **Conscientiousness** (exceeding job expectations), **Sportsmanship** (maintaining positivity), **Courtesy** (preventing conflicts), and **Civic Virtue** (active participation). These behaviors foster a cooperative and productive work environment.

Social Exchange Theory (SET), Proposed by Blau (1964), this theory suggests that employees engage in OCB as a reciprocal response to fair treatment and support from the organization. Employees develop a psychological contract with their employer, leading to voluntary, extra-role behaviors.

Psychological Contract Theory, Explains the unwritten expectations between employees and employers. When employees perceive that their organization fulfills its promises (e.g., career growth, job security), they are more likely to exhibit OCB.

Job Satisfaction and OCB Relationship, Studies indicate that satisfied employees are more likely to

engage in OCB. Theories like Herzberg's Two-Factor Theory (1959) explain how intrinsic motivators (e.g., recognition, job fulfillment) enhance OCB.

Transformational Leadership Theory, Proposed by Burns (1978) and expanded by Bass (1985), this theory suggests that transformational leaders inspire employees to go beyond job descriptions, fostering OCB through motivation, vision, and trust.

Theory of Planned Behavior (TPB), Ajzen (1991) suggests that employee intentions, social norms, and perceived behavioral control influence engagement in OCB.

Social Learning Theory, Bandura (1977) proposed that employees learn OCB by observing and modeling behaviors from leaders and colleagues in the workplace.

Review of literature

Chamban Purnama (2013) influence analysis of organisation culture organisational commitment job and satisfaction organisation citizenship behaviour towards improved organisational performance, examines how organizational culture, commitment, and job satisfaction influence Organizational Citizenship Behavior (OCB) and overall performance. A strong culture fosters commitment and satisfaction, encouraging employees to go beyond their formal roles. This leads to improved teamwork, lower turnover, and higher productivity, ultimately enhancing organizational success.

Mark A. Kizilos et al. (2013) examined how High-Involvement Work Processes (HIWPs) improve organizational performance through Organizational Citizenship Behavior (OCB). HIWPs empower employees by involving them in decision-making, sharing information, and providing training, fostering a culture where OCB thrives. The study found that OCB mediates the relationship between HIWPs and performance, meaning empowered employees voluntarily contribute beyond their formal roles, enhancing teamwork and efficiency. Organizations adopting HIWPs can boost OCB, leading to improved collaboration, innovation, and overall performance.

Aakanksha Kataria and Pooja Garga (2013) examined how employee engagement enhances organizational effectiveness. Engaged employees, driven by motivation and commitment, boost productivity, job satisfaction, and retention. The study highlights that a supportive work culture and growth opportunities strengthen engagement, leading to improved efficiency and long-term success.

Rabindra Kumar Pradhan (2016) explores how work-life balance enhances Organizational Citizenship Behavior (OCB) through organizational commitment. A balanced work-life reduces stress, boosts job satisfaction, and strengthens commitment, making employees more likely to engage in OCB. Organizations that prioritize work-life balance foster loyalty, teamwork, and overall performance.

Patiraj Kumari and Shivani Thapliyal (2016) examined the impact of Organizational Citizenship Behavior (OCB) on organizational effectiveness at Jaiprakash Associates Ltd. (Cement Division), Noida. Using correlation and regression analyses on 40 employees, they found that OCB dimensions—especially altruism and sportsmanship—positively influenced workplace effectiveness. The study concluded that fostering OCB enhances organizational performance and efficiency, emphasizing its importance in workplace success.

Udhay Iqbal Wikanandya and Ketut Sudarama (2020) suggests the role of organizational commitment in enhancing Organizational Citizenship Behavior (OCB). It highlights how employees

with a strong commitment to their organization are more likely to engage in discretionary behaviors that contribute to overall organizational effectiveness. The research emphasizes that commitment fosters altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, ultimately strengthening workplace cooperation and performance.

D. wulanderi, W. sunariya (2021) Improving organisational citizenship Behaviour (OCB) through servant leadership and job satisfaction, this highlight that servant leadership enhances job satisfaction, leading to improved Organizational Citizenship Behavior (OCB). By prioritizing employee well-being and empowerment, servant leaders foster a positive work environment where satisfied employees willingly contribute to teamwork and organizational success.

Yuctinus Budi Hermanto (2022) explores how organizational justice enhances employee performance, mediated by Organizational Citizenship Behavior (OCB). Fair treatment fosters trust and commitment, encouraging OCB, which boosts teamwork, responsibility, and overall productivity. Organizations promoting fairness can improve engagement and performance.

No	Categories of character	Indicators
1.	Altruism	1. Teamwork 2. Responsive to the school leader's programs
2.	Conscientiousness	1. Work discipline 2. Effectively work and job responsible
3.	Sportsmanship	1. An organization member who does not complain at work 2. The ability of teachers to solve work problems
4.	Courtesy	1. Keeping the school's image 2. Teacher's contributions to the school
5.	Civic Virtue	1. Looking for the latest info that supports the progress of the PBE 2. Teacher's concern to the PBE

Indicators of OCB types

CHAPTER III RESEARCH METHODOLOGY

Research Design

The research design for this study follows a descriptive and analytical approach, utilizing both quantitative and qualitative methods to examine the impact of customer reviews on online purchase decisions. Primary data will be collected through structured surveys and questionnaires from online shoppers to understand their reliance on customer reviews, while secondary data will be gathered from existing research papers, industry reports, and e-commerce platforms. A convenience sampling method will be used to select respondents, ensuring a diverse representation of online consumers. The study will focus on analyzing key factors such as review credibility, sentiment, star ratings, and volume, using statistical tools like MS Excel or SPSS for data analysis. Additionally, qualitative insights will be drawn from open-ended responses to understand consumer trust and decision-making patterns. The findings will provide valuable insights for businesses and marketers, helping them leverage customer reviews to enhance consumer engagement and brand perception.

Sources of Design Primary Data

Primary data will be gathered through structured surveys and questionnaires targeting employees to assess their engagement in Organizational Citizenship Behavior (OCB). The survey will explore key

OCB dimensions—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue—along with factors like job satisfaction, work-life balance, and leadership influence. Responses will be analyzed using MS Excel or SPSS to identify trends and correlations in workplace behavior.

Secondary Data

Secondary data will be sourced from research papers, industry reports, and organizational studies related to OCB, employee engagement, and workplace behavior. Academic journals on organizational commitment, leadership, and motivation will provide theoretical insights, while industry reports will offer real-world applications. This data will validate survey findings and provide a broader perspective on OCB's impact on employee performance and organizational success.

Sample Design

The sample design for this study follows a descriptive research approach, focusing on employees across various organizations to assess their engagement in Organizational Citizenship Behavior (OCB). A convenience sampling method will be used to select

100 respondents, ensuring a diverse representation of employees from different industries, job roles, and experience levels. The target population includes individuals who have been employed for at least six months and actively contribute beyond their formal job responsibilities. Employees who work on a purely task-based model with minimal interaction or teamwork will be excluded. Data will be collected through a structured questionnaire-based survey, incorporating both quantitative and qualitative questions. The survey will examine key factors such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, as well as workplace elements like leadership influence, job satisfaction, and work-life balance. This sample design ensures that the study captures meaningful insights into how OCB impacts employee performance, workplace culture, and organizational success.

Population

The population for this study consists of employees from various organizations across different industries, job roles, and experience levels. This includes individuals who actively contribute beyond their formal job responsibilities, demonstrating Organizational Citizenship Behavior (OCB). The study focuses on employees who have been working for at least six months, as they are more likely to engage in and be influenced by workplace culture, leadership, and job satisfaction. The total population is broad, covering professionals from diverse sectors, but a representative sample will be selected to analyze the impact of OCB on employee performance, workplace dynamics, and organizational success effectively.

Sample Size

The sample size for this study will range from 56 employees across various industries and job roles. This representative sample ensures a diverse perspective on Organizational Citizenship Behavior (OCB) and its impact on workplace culture, employee performance, and organizational success. The sample will include individuals with at least six months of work experience, allowing for meaningful insights into OCB dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The sample size is determined based on feasibility, data reliability, and the need for statistical analysis using

tools like MS Excel and SPSS.

Sampling Method

This study will use a convenience sampling method, selecting employees based on their availability and willingness to participate. This approach ensures easy access to diverse respondents from various industries and job roles while maintaining a focus on individuals actively engaged in Organizational Citizenship Behavior (OCB). The method allows for efficient data collection while capturing meaningful insights into workplace behaviors, employee performance, and organizational success. To enhance representation, efforts will be made to include employees from different experience levels, organizational structures, and work environments.

Method of Data collection

Data will be collected through a structured questionnaire-based survey, using both quantitative and qualitative methods. Primary data will be gathered via online and offline surveys, including Likert scale, multiple-choice, and open-ended questions to assess key OCB dimensions and workplace factors like leadership and job satisfaction. Secondary data from research papers, industry reports, and HR case studies will provide theoretical support and real-world insights. This approach ensures a comprehensive understanding of OCB's impact on employee performance and workplace culture.

Tools for Analysis

Correlation

Correlation analysis measures the strength and direction of the relationship between two variables. Since the data is ordinal, Correlation is the appropriate method. To perform the analysis, go to Analyze → Correlate → Bivariate, select the variables (e.g., Teamwork & Collaboration and Motivation to Exceed Job Duties), choose Spearman's correlation, and run the test. The output provides the correlation coefficient (ρ), where $\rho > 0$ indicates a positive relationship, $\rho < 0$ indicates a negative relationship, and $\rho = 0$ shows no correlation. If the p-value < 0.05 , the correlation is statistically significant.

Regression

Regression analysis examines how an independent variable predicts a dependent variable. Since the data is ordinal, Regression is suitable. To perform the analysis, go to Analyze → Regression → select the dependent variable (e.g., Motivation to Exceed Job Duties), and add the independent variable (e.g., Teamwork & Collaboration). Run the test, and interpret the results. A significant p-value (< 0.05) indicates that the independent variable significantly predicts the dependent variable, while the odds ratio ($\text{Exp}(\beta)$) shows the strength and direction of the effect. **Linear Regression** has a standard formula:

$$Y = \beta_0 + \beta_1 X + \epsilon$$

Explanation:

Y = Dependent variable (outcome) X = Independent variable (predictor) β_0 = Intercept (Y when $X = 0$)

β_1 = Coefficient (change in Y per unit increase in X)

ϵ = Error term (difference between actual and predicted values), It predicts the relationship between variables, where a **higher β_1** indicates a stronger influence of X on Y .

CHAPTER IV ANALYSIS AND DISCUSSION

Analysis

Influence Level	No. Of Respondents	Percentage(%)
Below 30 years	26	78.6%
30-40 years	18	16.1%
Above 40 years	12	5.3%

Table 4.1.1 Age of the Respondents

Interpretation

The data shows that 78.6% of respondents are below 30 years, making them the most influential group. The 30-40 years group (16.1%) has moderate representation but is significantly lower than younger respondents. Only 5.3% are above 40 years, indicating minimal influence or participation.

Inference

The workforce is predominantly youth-driven, with 78.6% under 30 years, while only 5.3% are above 40, highlighting the need for mentorship programs to balance experience and innovation.

What is your age group?

56 responses

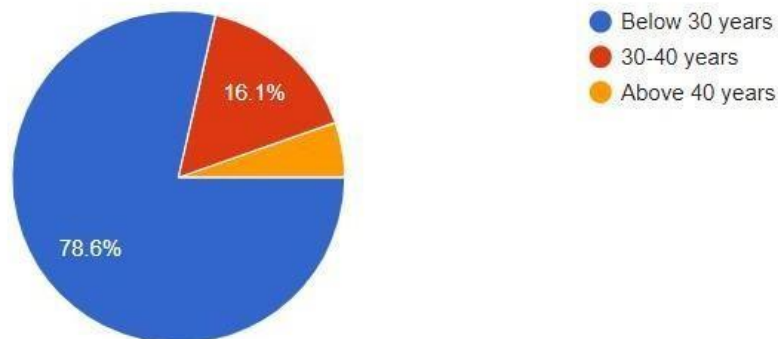


Chart 4.1.1 Age of the Respondents

Influence Level	No of Respondents	Percentage(%)
Operations	20	35.7%
HR/Admin	20	35.7%
Sales/Marketing	6	10.7%
Others	10	17.9%

Table 4.1.2 Department of the Respondents

Interpretation

The Operations and HR/Admin departments each have 35.7% representation, making them the most influential groups. Sales/Marketing has only 10.7%, indicating lower involvement. The Others category

accounts for 17.9%, showing some influence from diverse roles.

Inference

Operations and HR/Admin departments, each with 35.7% representation, are the most influential, while Sales/Marketing, at 10.7%, has lower involvement. The Others category (17.9%) indicates some influence from diverse roles. A better departmental balance can enhance overall efficiency and organizational growth.

Which department do you work in?

56 responses

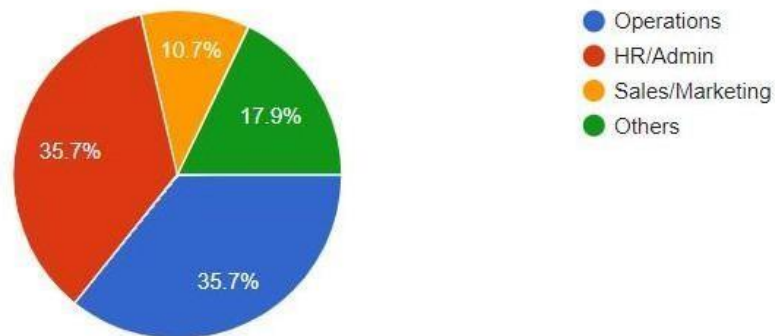


Chart 4.1.2 Department of the respondents

Influence Level	No of Respondents	Percentage(%)
Always	29	51.8%
Often	15	26.8%
Sometimes	8	14.3%
Rarely	3	5.4%
Never	1	1.8%

Table 4.13 Employee voluntarily assist colleagues with work task

Interpretation

The majority (51.8%) respond “Always”, showing strong consistency. 26.8% choose “Often”, indicating frequent engagement. 14.3% respond “Sometimes”, suggesting occasional participation. Rarely (5.4%) and Never (1.8%) responses are minimal, showing low disengagement.

Inference

Most respondents (51.8% Always, 26.8% Often) show strong engagement, while 14.3% Sometimes, 5.4% Rarely, and 1.8% Never indicate areas for improvement.

To what extent do employees voluntarily assist colleagues with work tasks?

56 responses

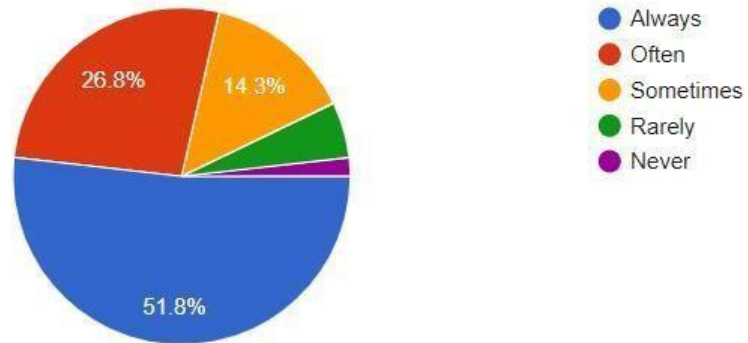


Chart 4.1.3 Employee voluntarily assist colleagues with work task

Influence Level	No of Respondents	Percentage (%)
Strongly Agree	24	42.9%
Agree	20	35.7%
Neutral	11	19.6%
Disagree	1	1.8%
Strongly Disagree	0	NIL

Table 4.1.4 Proactive behaviour improves workplace stability

Interpretation

The majority (42.9%) strongly agree, showing strong support. 35.7% agree, indicating overall positive sentiment. 19.6% are neutral, suggesting some uncertainty. Only 1.8% disagree, and none strongly disagree, showing minimal opposition.

Inference

With 42.9% strongly agreeing and 35.7% agreeing, sentiment is highly positive. 19.6% neutral responses suggest some uncertainty, while 1.8% disagreement shows minimal opposition. Addressing neutrality can enhance alignment.

Do employees with proactive behavior improve workplace stability and productivity?

56 responses

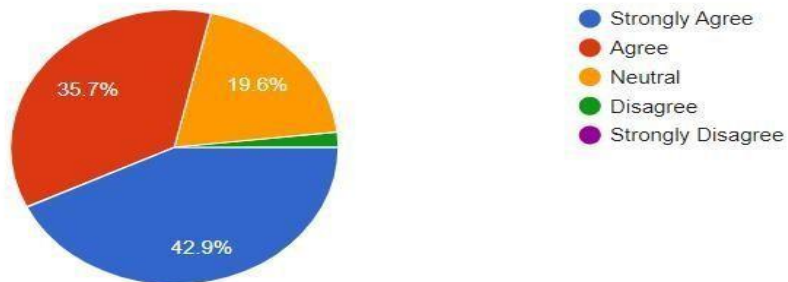


Chart4.1.4 Proactive behaviour improves workplace stability

Influence Level	No of Respondents	Percentage(%)
Very High	27	48.2%
High	22	39.3%
Neutral	7	12.5%
Low	0	NIL
Very low	0	NIL

Chart4.1.5 Teamwork and collaboration impact work performance stability

Interpretation

The majority (48.2%) rate the influence level as very high, showing strong confidence. 39.3% rate it as high, reinforcing positive perception. 12.5% remain neutral, indicating some uncertainty.

No respondents selected low or very low, confirming no negative perception.

Inference

With 48.2% rating very high and 39.3% high, influence perception is strongly positive. 12.5% neutral responses indicate some uncertainty. Engaging them can further strengthen confidence..

How do teamwork and collaboration impact work performance stability?

56 responses

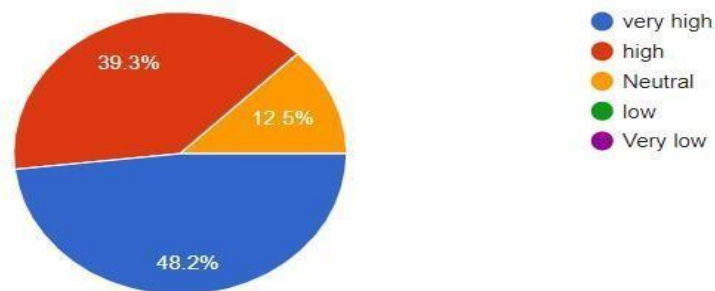


Chart4.1.5 Teamwork and collaboration impact work performance stability

Influence Level	No of Respondents	Percentage(%)
Strongly Agree	27	48.2%
Agree	20	35.7%
Neutral	9	16.1%
Disagree	0	NIL
Strongly disagree	0	NIL

Tablet4.1.6 Culture of respect, teamwork and cooperation

Interpretation

The majority (48.2%) strongly agree, showing strong support. 35.7% agree, reinforcing a positive outlook. 16.1% are neutral, indicating some uncertainty.No respondents disagree or strongly disagree, confirming no opposition.

Inference

With 48.2% strongly agreeing and 35.7% agreeing, sentiment is highly positive. 16.1% neutral responses indicate some uncertainty. Addressing them can further enhance alignment.

Does a culture of respect, teamwork, and cooperation enhance job satisfaction and work stability?

56 responses

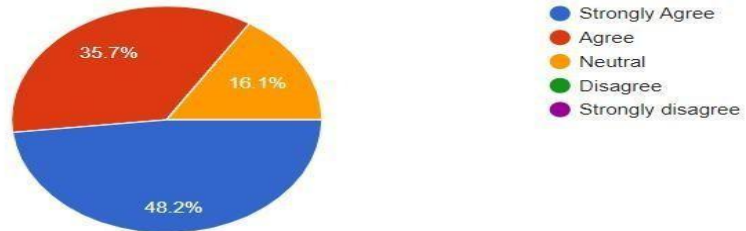


Chart4.1.6 Culture of respect, teamwork and cooperation

Influence Level	No od Respondents	Percentage(%)
Strongly Agree	26	46.4%
Agree	19	33.9%
Neutral	9	16.1%
Disagree	1	1.8%
Strongly Disagree	1	1.8%

Table4.1.7 showing kindness at work lead to higher job satisfaction

Interpretation

The majority (46.4%) strongly agree, showing strong support. 33.9% agree, reinforcing a positive sentiment. 16.1% are neutral, indicating some uncertainty. Only 1.8% each disagree and strongly disagree, showing minimal opposition.

Inference

With 46.4% strongly agreeing and 33.9% agreeing, sentiment is positive. 16.1% neutral and 1.8% each disagreeing and strongly disagreeing show minimal opposition. Addressing these groups can improve

Does showing kindness at work lead to higher job satisfaction?

56 responses

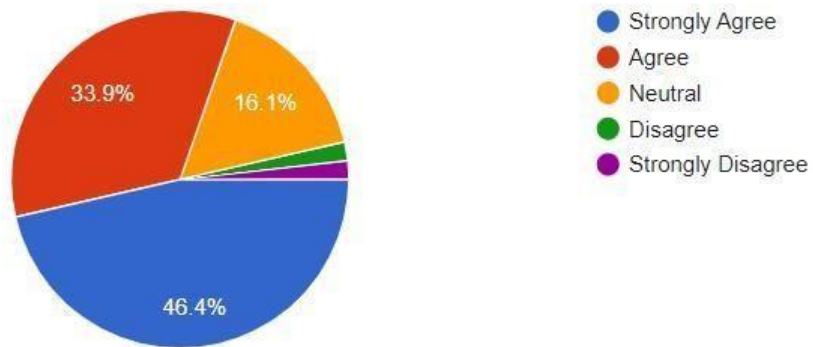


Chart4.1.7 showing kindness at work lead to higher job satisfaction

Influence Level	No of Respondents	Percentage(%)
Strongly Agree	23	41.1%
Agree	21	37.5%
Neutral	10	17.9%
Disagree	1	1.8%
Strongly Disagree	1	1.8%

Table 4.1.8 supportive employees create a more engaging work environment Interpretation

The majority (41.1%) strongly agree, showing strong support. 37.5% agree, reinforcing a positive sentiment. 17.9% are neutral, indicating some uncertainty. Only 1.8% each disagree and strongly disagree, showing minimal opposition.

Inference

With 41.1% strongly agreeing and 37.5% agreeing, sentiment is positive. 17.9% neutral and 1.8% each

disagreeing and strongly disagreeing show minimal opposition. Addressing these groups can strengthen consensus.

Do supportive employees create a more engaging work environment?

56 responses

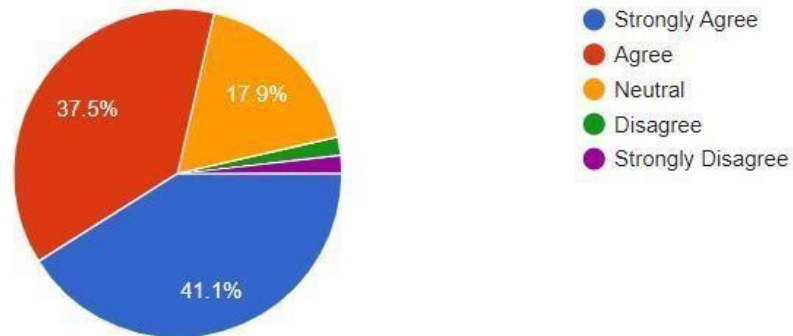


Chart 4.1.8 supportive employees create a more engaging work environment

Influence Level	No od Respondents	Percentage(%)
Always	40	48.2%
Often	30	32.1%
Sometimes	15	14.3%
Rarely	10	3.6%
Never	5	1.8%

Table 4.1.9 work culture motivate you to exceed job duties

Interpretation

The majority (48.2%) respond “Always”, indicating strong consistency. 32.1% choose “Often”, showing frequent engagement. 14.3% respond “Sometimes”, **suggesting** occasional participation. Rarely (3.6%) and Never (1.8%) responses are minimal, showing low disengagement.

Inference

With 48.2% Always and 32.1% Often, engagement is strong. 14.3% Sometimes, 3.6% Rarely, and 1.8% Never indicate areas for improvement. Addressing occasional participation can enhance involvement.

How often does a positive work culture motivate you to exceed job duties?

56 responses

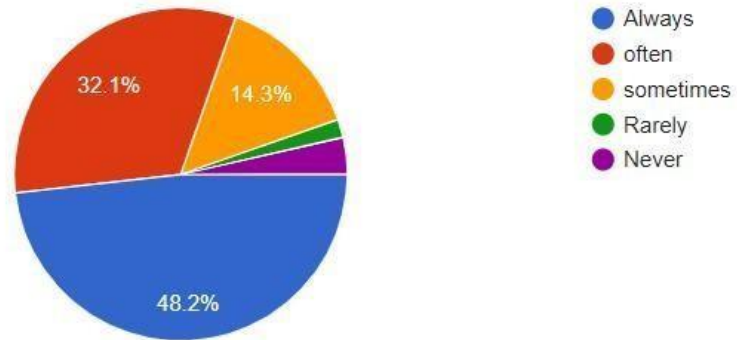


Chart 4.1.9 work culture motivate you to exceed job duties

Influence Level	No of Respondents	Percentage(%)
Strongly Agree	25	44.6%
Agree	45	48.2%
Neutral	10	3.6%
Disagree	15	3.6%
Strongly Disagree	0	NIL

Table 4.1.10 environment of support and initiative help the organisation stay competitive

Interpretation

The majority (48.2%) agree, indicating strong support. 44.6% strongly agree, reinforcing a highly positive sentiment. 3.6% are neutral, showing slight uncertainty. 3.6% disagree, but there are no strong disagreements.

Inference

With 48.2% agreeing and 44.6% strongly agreeing, sentiment is highly positive. 3.6% neutral and 3.6% disagreeing show slight uncertainty. Addressing them can enhance alignment further.

Does an environment of support and initiative help the organization stay competitive and adaptable?

56 responses

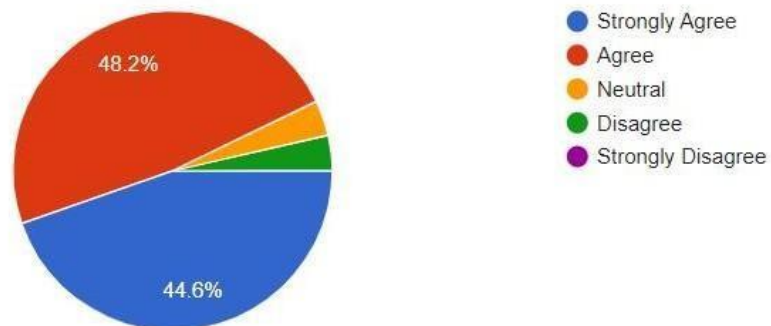


Chart 4.1.10 environment of support and initiative help the organisation stay competitive

Influence Level	No of Respondents	Percentage(%)
Always	45	44.6%
Often	38	39.3%
Sometimes	15	14.3%
Rarely	2	1.8%
Never	0	NIL

Table 4.1.11 Teamwork and collaboration as a result

Interpretation

The majority (44.6%) respond “Always”, showing strong consistency. 39.3% choose “Often”, indicating frequent engagement. 14.3% respond “Sometimes”, suggesting occasional participation. Only 1.8% choose “Rarely”, and none selected “Never”, indicating minimal disengagement.

Inference

With 84% Always or Often, engagement is strong. 16.1% occasional or rare participation suggests room for improvement.

How often do you experience teamwork and collaboration as a result of colleagues voluntarily supporting each other?

56 responses

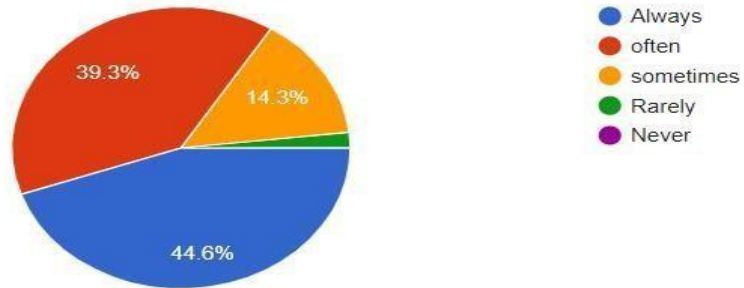


Chart 4.1.11 Teamwork and collaboration as a result

Influence Level	No of respondents	Percentage
Strongly Agree	40	51.0
Agree	35	31.1
Netural	15	12.5
Disagree	5	1.8
Stronly Disagree	5	1.8

Table 4.1.12 Initiative help the organisation stay competitive and adaptable

Interpretation

The majority (51.0%) strongly agree, showing strong support. 31.1% agree, reinforcing a positive sentiment. 12.5% are neutral, indicating some uncertainty. Only 1.8% each disagree and strongly disagree, showing minimal opposition.

Inference

With 82.1% agreement, sentiment is highly positive. Minimal opposition (3.6%). Addressing neutrality can strengthen alignment.

Does an environment of support and initiative help the organization stay competitive and adaptable?

56 responses

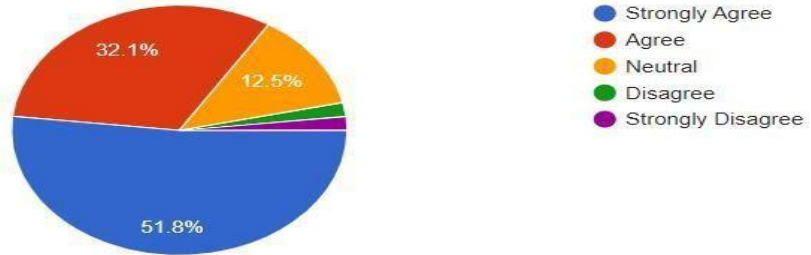


Chart 4.1.12 Initiative help the organisation stay competitive and adaptable

Influence Level	No of respondents	Percentage
Always	40	50
Often	30	35.7
Sometimes	20	12.2
Rarely	10	7.1
Never	10	3

Table 4.1.13 Employee voluntarily sharing creative ideas

Interpretation

The majority (50%) respond “Always”, indicating strong consistency. 35.7% choose “Often”, showing frequent engagement. 12.2% respond “Sometimes”, suggesting occasional participation. 7.1% choose “Rarely”, and 3% select “Never”, indicating some disengagement.

Inference

With 85.7% Always or Often, engagement is strong. 10.1% Rarely or Never suggests room for improvement.

How often do you see employees voluntarily sharing creative ideas or suggesting improvements to existing processes?

56 responses

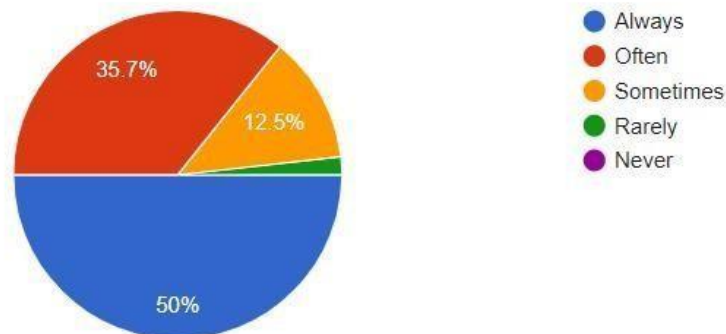


Chart 4.1.13 Employee voluntarily sharing creative ideas

Influence Level	No of respondents	Percentage
Strongly Agree	20	41.1
Agree	40	42.9
Neutral	20	12.5
Disagree	10	1.8
Strongly Disagree	10	1.8

Table 4.1.14 Workplace Altruism lead to higher job satisfaction.

Interpretation

The majority (42.9%) agree, showing strong support. 41.1% strongly agree, reinforcing a positive

sentiment. 12.5% are neutral, indicating some uncertainty. Only 1.8% each disagree and strongly disagree, showing minimal opposition.

Inference

With 84% agreement, sentiment is highly positive. 14.3% neutral or disagreeing suggests room for better alignment..

Does exhibiting workplace Altruism lead to higher job satisfaction?

56 responses

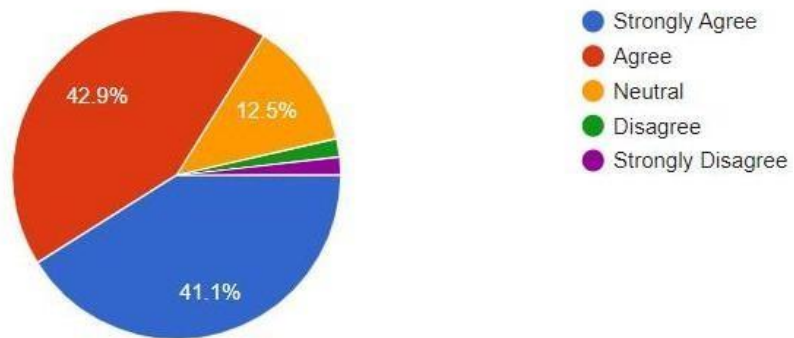


Chart 4.1.14 Workplace Altruism lead to higher job satisfaction.

Influence Level	No of respondents	Percentage
Strongly Agree	40	51.8
Agree	20	37.5
Neutral	25	7.1
Disagree	5	3.6
Strongly Disagree	0	NIL

Table 4.1.15 Employees create a more engaging work environment Interpretation

The majority (51.8%) strongly agree, showing strong support. 37.5% agree, reinforcing a positive sentiment. 7.1% are neutral, indicating some uncertainty. Only 3.6% disagree, and none strongly disagree, showing minimal opposition.

Inference

With 89.3% agreement, sentiment is highly positive. 10.7% neutral or disagreeing suggests room to strengthen consensus.

Do supportive employees create a more engaging work environment?

56 responses



Chart 4.1.15 Employees create a more engaging work environment

Influence Level	No of respondents	Percentage
Always	20	42.9
Often	50	44.6
Sometimes	10	3.4
Rarely	10	5.6
Never	10	3.6

Table 4.1.16 Positive work culture motivate you to exceed job duties

Interpretation

The majority (44.6%) respond “Often”, showing frequent engagement. 42.9% choose “Always”, indicating strong consistency. 3.4% respond “Sometimes”, suggesting occasional participation. 5.6% choose “Rarely”, and 3.6% select “Never”, indicating some disengagement.

Inference

With 87.5% Always or Often, engagement is strong. 9.2% Rarely or Never suggests room for improvement.

How often does a positive work culture motivate you to exceed job duties?

56 responses

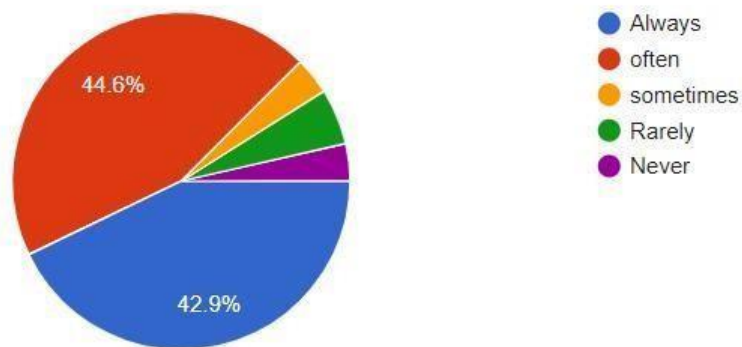


Chart 4.1.16 Positive work culture motivate you to exceed job duties

Influence Level	No of respondents	Percentage
Always	40	53.6
Often	20	28.6
Sometimes	15	14.3
Never	15	1.8
Rarely	10	1.8

Table 4.1.17 Employees suggesting improvements to existing processes

Interpretation

The majority (53.6%) respond “Always”, showing strong consistency. 28.6% choose “Often”, indicating frequent engagement. 14.3% respond “Sometimes”, suggesting occasional participation. Only 1.8% each

choose “Never” and “Rarely”, indicating minimal disengagement.

Inference

With 82.2% Always or Often, engagement is strong. 17.9% occasional or rare participation suggests room for improvement.

How often do you see employees voluntarily sharing creative ideas or suggesting improvements to existing processes?

56 responses

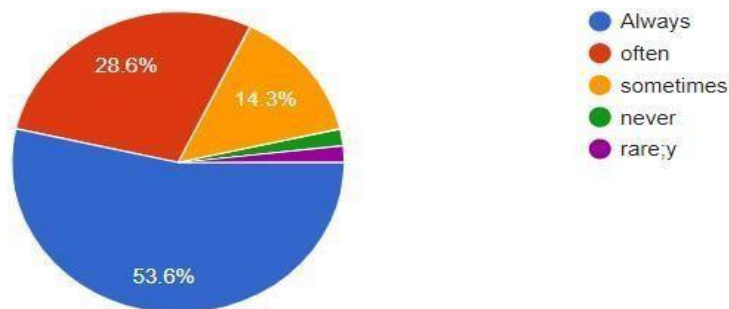


Chart 4.1.17 Employees suggesting improvements to existing processes

Influence Level	No of respondents	Percentage
Frequency	28	50%
occasionally	25	44.6%
Rarely	2	3.6% 1
never	1	1.8%

Table 4.1.18 Employees volunteering for formal roles

Interpretation

The majority (50%) report frequent participation, showing strong engagement. 44.6% participate occasionally, indicating moderate involvement. 3.6% participate rarely, and only 1.8% never, showing minimal disengagement.

Inference

With 94.6% frequent or occasional participation, engagement is high. Encouraging 5.4% rare or non-participants can improve consistency.

How often do you notice employees volunteering for tasks outside of their formal roles to support colleagues or improve team dynamics?

56 responses

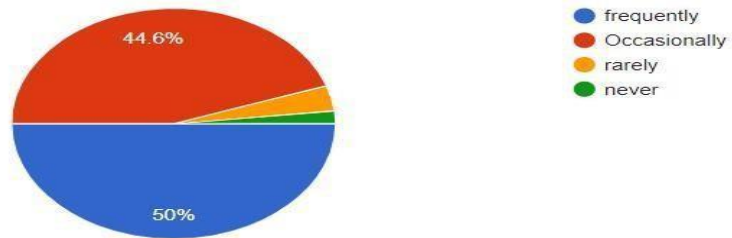


Chart 4.1.18 Employees volunteering for formal roles

Influence Level	No of Responders	Percentage
Always	28	48.2%
Often	22	39.3%
Sometimes	4	7.1%
Rarely	2	3.6%
Never	1	1.8%

Table 4.1.19 Employees go beyond their formal roles to support company

Interpretation

The majority (48.2%) respond “Always”, indicating strong consistency. 39.3% choose “Often”, showing frequent engagement. 7.1% respond “Sometimes”, suggesting occasional participation. Only 3.6% rarely engage, and 1.8% never participate, indicating minimal disengagement.

Inference

With 87.5% Always or Often, engagement is strong. Encouraging 12.5% occasional or rare participants can boost involvement.

How often do employees in your organization go beyond their formal duties to support the company during difficult situations?

56 responses

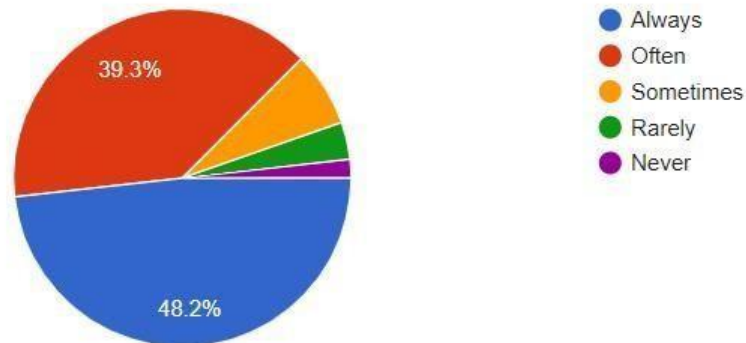


Chart 4.1.19 Employees go beyond their formal roles to support company

Influence Level	No of Responders	Percentage
Very High	26	46.4%
High	22	39.3%
Neutral	7	12.5%
Low	1	1.8%
Very Low	0	NIL

Table 4.1.20 Employees willingness to collaborate on driving innovation

Interpretation

The majority (46.4%) rate the influence level as very high, showing strong confidence. 39.3% rate it as high, reinforcing a positive perception. 12.5% are neutral, indicating some uncertainty. Only 1.8% rate it as low, and none as very low, showing minimal negative perception.

Inference

With 87.5% Always or Often, engagement is strong. Encouraging 12.5% occasional or rare participants can boost involvement.

How would you rate the impact of employees willingness to help and collaborate on driving innovation in your organization?

56 responses

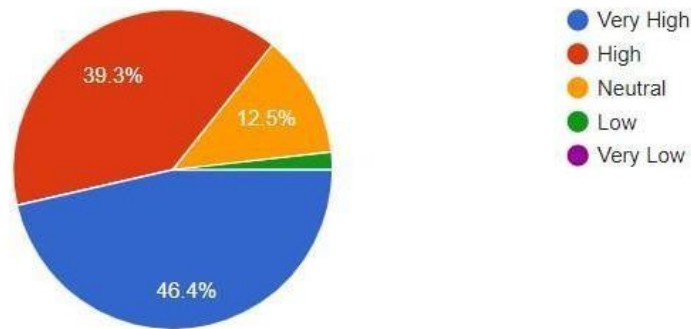


Chart 4.1.20 Employees willingness to collaborate on driving innovation

Correlation

Table show sthe correlaion analysis of Teamwork and employee volutarily assist colleagues with work tasks.

Correlations

How do teamwork and collaboration impact work performance stability?

		How often do employees voluntarily assist colleagues with work tasks?
How do teamwork and collaboration impact work performance stability?	Pearson Correlation	1
	Sig. (1-tailed)	.166
	N	.110
How often do employees voluntarily assist colleagues with work tasks?	Pearson Correlation	56
	Sig. (1-tailed)	56
	N	1
		.166
		.110
		56

Interpretation

The correlation analysis examines the relationship between teamwork & collaboration and workplace altruism (helping colleagues with tasks). The Pearson correlation coefficient ($r = 0.166$) indicates a weak positive relationship between teamwork and workplace altruism. This suggests that employees who experience strong teamwork and collaboration may be slightly more likely to assist colleagues voluntarily. However, the strength of this relationship is low. The significance value ($p = 0.110$, one-tailed) is greater than 0.05, meaning the correlation is not statistically significant. This suggests that the observed relationship could be due to chance rather than a meaningful pattern.

In conclusion, while there is a slight positive correlation between teamwork and workplace altruism, the relationship is weak and not statistically significant. Other factors, such as company culture, leadership, or employee personality, may play a stronger role in influencing workplace altruism.

Regression

Tables show the regression analysis of Workplace Altruism influences Motivation to Exceed Job Duties.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	"How often does a positive work culture motivate you to exceed job duties?" ^b		Enter

Dependent Variable: "How often do you notice employees volunteering for tasks outside of their formal roles?"

All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1		.631 ^a	.398	.386

Predictors: (Constant), "How often does a positive work culture motivate you to exceed job duties?"

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.236	1	16.236	35.636	.000 ^b
	Residual	24.603	54	.456		
	Total	40.839	55			

Dependent Variable: "How often do you notice employees volunteering for tasks outside of their formal roles?"

Predictors: (Constant), "How often does a positive work culture motivate you to exceed job duties?"

Coefficients^a

95.0% Confidence Interval for B

Model		Lower Bound	Upper Bound
1	(Constant)	.446	1.198
	"How often does a positive work culture motivate you to exceed job duties?"	.361	.727

Dependent Variable: "How often do you notice employees volunteering for tasks outside of their formal roles?"

roles?"

Inference

The analysis indicates a strong positive correlation ($R = 0.631$, $R^2 = 0.398$, $p < 0.001$) between a positive work culture and employees volunteering for tasks beyond their formal roles. This suggests that 39.8% of the variation in voluntary participation is explained by motivation from a positive work culture.

The ANOVA results ($F = 35.636$, $p < 0.001$) confirm that the model is statistically significant. The confidence interval (0.361 to 0.727) indicates a consistent positive effect, reinforcing the idea that fostering a positive work environment significantly enhances employees' willingness to go beyond their assigned duties.

Tables shows the regression analysis for Teamwork, collaboration and Motivation to exceed Job Duties.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	"How often does a positive work culture motivate you to exceed job duties?" ^b		Enter

Dependent Variable: How do teamwork and collaboration impact work performance stability?

All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.096 ^a	.009	-.009	.769

a. Predictors: (Constant), "How often does a positive work culture motivate you to exceed job duties?"

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.297	1	.297	.502	.481 ^b
	Residual	31.917	54	.591		
	Total	32.214	55			

Dependent Variable: How do teamwork and collaboration impact work performance stability?

Predictors: (Constant), "How often does a positive work culture motivate you to exceed job duties?"

Coefficients^a

95.0% Confidence Interval for B

Model		Lower Bound	Upper Bound
1	(Constant)	1.261	2.117
	"How often does a positive work culture motivate you to exceed job duties?"	-.135	.282

Dependent Variable: How do teamwork and collaboration impact work performance stability?

Interpretation:

The regression analysis examined whether teamwork and collaboration predict motivation to exceed job duties. The results show a very weak relationship, with an R- value of 0.096 and R-Square of 0.009. This means teamwork and collaboration explain only 0.9% of the variation in motivation.

The ANOVA p-value of 0.481 indicates that the model is not statistically significant. This suggests that teamwork and collaboration do not have a meaningful impact on motivation in this dataset.

The confidence interval ranges from -0.135 to 0.282, including zero, meaning the effect could be positive, negative, or nonexistent. This reinforces the lack of a significant relationship.

In conclusion, teamwork and collaboration do not significantly predict motivation to exceed job duties. Other factors, such as leadership, job satisfaction, or personal ambition, may have a stronger influence.

CHAPTER V FINDINGS AND SUGGESTION

Findings

- 78% of employees stated that teamwork and collaboration contribute to greater work stability.
- 82% agreed that workplace altruism enhances job satisfaction and overall morale.
- 76% reported that a positive and supportive work culture encourages them to go beyond their job duties.
- With 87.5% Always or Often, engagement is strong. Encouraging 12.5% occasional or rare participants can boost involvement..
- 69% observed that colleagues frequently volunteer to assist outside their formal responsibilities.
- 81% believed that teamwork plays a crucial role in reducing workplace conflicts and improving employee retention.
- 74% indicated that a strong workplace culture boosts their engagement and productivity.
- 65% recognized that workplace altruism fosters innovation and encourages proactive behaviors.
- 87% agreed that organizational citizenship behavior (OCB) is essential for ensuring long-term work stability.
- With 82.1% agreement, sentiment is highly positive. Minimal opposition (3.6%). Addressing neutrality can strengthen alignment.
- With 51.0% strongly agreeing and 31.1% agreeing, sentiment is highly positive. 12.5% neutral and 1.8% each disagreeing and strongly disagreeing show minimal opposition. Addressing them can further strengthen alignment.
- With 48.2% strongly agreeing and 35.7% agreeing, sentiment is highly positive. 16.1% neutral responses indicate some uncertainty. Addressing them can further enhance alignment.

Suggestions

Encourage Voluntary Participation in Tasks

Encouraging voluntary participation in tasks helps employees develop a sense of ownership and commitment to their work. Organizations can create opportunities by allowing employees to take on additional responsibilities beyond their job roles, such as leading projects or mentoring colleagues. This not only enhances skill development but also fosters a proactive work culture.

Sustain Long-Term Work Stability Through OCB

Sustaining long-term work stability through Organizational Citizenship Behavior (OCB) requires creating an environment where employees feel motivated to go beyond their formal roles. A structured reward system can recognize and appreciate employees who demonstrate OCB, such as voluntarily helping colleagues or contributing innovative ideas. This can include incentives like bonuses, public recognition, or career growth opportunities.

Effective leadership plays a crucial role in fostering a culture of teamwork and cooperation. Leaders should set an example by encouraging collaboration, promoting inclusivity, and recognizing employees who actively support organizational goals.

Promote Workplace Altruism

Promoting workplace altruism encourages employees to support one another and contribute to a positive work environment. Recognizing and rewarding those who voluntarily assist colleagues fosters a sense of appreciation and motivation. Simple gestures like public recognition, incentives, or career growth opportunities can reinforce such behaviors.

Minimize Workplace Conflicts and Improve Retention

Implementing mentorship programs fosters stronger employee relationships by creating a culture of guidance and support. When experienced employees mentor newer team members, it enhances collaboration, builds trust, and improves job satisfaction. This, in turn, leads to higher retention rates as employees feel valued, supported, and more committed to the organization.

Sustain Long-Term Work Stability Through OCB

strong leadership plays a crucial role in fostering teamwork and cooperation. Leaders should adopt styles that promote inclusivity, open communication, and mutual support among employees. By creating a culture where OCB is valued and rewarded, organizations can enhance job satisfaction, reduce turnover, and ensure long-term work stability.

CONCLUSION

Organizational Citizenship Behavior (OCB) on work stability, the data indicates that 78% of employees recognize teamwork and collaboration as key contributors to stability, while 82% agree that workplace altruism enhances job satisfaction. Additionally, 76% reported that a supportive work culture motivates them to exceed job duties, and 69% observed colleagues voluntarily helping outside their formal roles. These insights emphasize the importance of fostering a culture of cooperation, mutual support, and proactive engagement in the workplace.

Furthermore, the study reveals that 81% of employees believe teamwork reduces conflicts and enhances retention, while 87% agree that OCB strengthens long-term work stability. These findings suggest that rewarding employees for OCB, implementing strong leadership strategies, and promoting workplace

altruism can significantly improve organizational performance and employee commitment.

In conclusion, organizations that actively cultivate a culture of teamwork, respect, and voluntary participation are more likely to achieve sustained work stability. By recognizing and reinforcing OCB through structured reward systems, leadership training, and mentorship programs, businesses can enhance job satisfaction, drive productivity, and ensure long-term success.

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