Unlocking the Power of Health Safety and Welfare Practices: Exploring the Impact on Organizational Citizenship Behavior in Bangladesh's Fish Processing Industry

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Abstract

Purpose: This study explores the relationship between Occupational Health and Safety (OHS) practices and Organizational Citizenship Behaviour (OCB) among fish processing workers in Bangladesh. It seeks to understand how OHS practices impact employees' voluntary, extra-role behaviours and contribute to organizational well-being.

Methods/Design/Approach: A cross-sectional survey was conducted among a sample of fish processing workers in Bangladesh. Data were collected using structured questionnaires that assessed vital variables, including OHS practices, OCB, and demographic information. Statistical analyses, including correlation and multiple regression, were employed through SPSS to examine the associations between OHS practices and OCB.

Findings: The findings of this study reveal several significant relationships; notably, health and safety policies and communication, health and safety rules, health and safety resource and training, and workplace welfare management were essential predictors of organizational citizenship behaviour, highlighting the critical role of these organization health safety practices in fostering positive organizational citizenship behavior.

Practical Implications: These findings hold valuable practical implications for organizations in the fish processing industry and beyond. Organizations can enhance their workplace safety policies, regulations, and training programs by recognizing the positive impact of OHS practices on OCB. Additionally, investing in workplace welfare measures can promote a culture of voluntary contributions to the organization, ultimately benefiting employees and employers.

Originality: This study contributes to the literature by shedding light on the relationship between OHS practices and OCB in a specific and underexplored context: the fish processing industry in Bangladesh. It underscores the significance of OHS practices in driving positive workplace behaviors and organizational outcomes, enriching the body of knowledge on this subject.

Keywords: Occupational Health and Safety, Organizational Citizenship Behaviour, Occupational Accidents and Hazards, Workplace Welfare Management

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1. Introduction

In recent years, Bangladesh's fish processing industry has expanded rapidly, contributing considerably to the country's economy (Shamsuzzaman et al., 2020). However, this growth has also raised concerns about the working conditions and safety of the employees within this sector (Rashid et al., 2023). Occupational health and safety practices have emerged as a critical aspect of ensuring the well-being and protection of the workforce in this industry (Zakaria et al., 2022). The significance of OHS practices cannot be overstated, as they encompass a range of measures to prevent workplace hazards, injuries, and illnesses, ultimately safeguarding employees' physical and mental health (Kavouras et al., 2022).

Organizations' ethical responsibility to prioritize their employees' safety and health is paramount. The unique value of human capital, which is difficult for competitors to replicate, underscores the importance of safeguarding the well-being of workers (Salas-Vallina et al., 2021). Employees are the primary assets of any organization, and their treatment by the organization can have profound implications for their attitudes and behaviours toward the organization and its stakeholders (Carter & Baghurst, 2014). Therefore, ensuring a safe and healthy work environment is an ethical obligation and a strategic imperative for organizations.

Furthermore, the concept of organizational citizenship behaviour (OCB) adds another layer of significance to the discussion. OCB refers to employees' voluntary and extra-role behaviours beyond their job descriptions and formal responsibilities (Organ et al., 2006). These behaviours include cooperation, helping colleagues, and going the extra mile to contribute positively to the organization (Harvey et al., 2018). OCB is crucial to organizational success, enhancing teamwork, productivity, and overall performance.

However, despite the apparent importance of OHS practices and OCB, there is a noticeable research gap in understanding their relationship (Maryam, 2023) within the Bangladeshi fish processing industry context. Previous studies in this industry have been limited, leaving us with an inadequate understanding of the current state of OHS practices and the levels of OCB (Vu et al., 2022) among fish processing workers. This research gap creates a compelling need to investigate the relationship between OHS practices and OCB in this context.

The primary aim of this study is to examine the influence of occupational health and safety practices on organizational citizenship behaviour within the fish processing sector. Implementing a comprehensive methodology facilitated the exploration of the complex interrelationships among workplace health and safety, employee behaviour, and organizational outcomes. In order to direct our inquiry, this study developed a precise research query. How did occupational health and safety policies impact organizational citizenship behaviour among fish processing workers in Bangladesh, and what underlying mechanisms drove this relationship?

The scope and limitations of this study must be acknowledged. This study focuses on Bangladesh's geography and fish processing sector. This sector was chosen for its particular

challenge and importance in worker safety and health. However, data collection, sample size, and time constraints limit this focus. However, this study seeks to shed light on OHS methods and OCB dynamics in a key Bangladeshi business and offer practical suggestions for improving safety and employee behaviour. Figure 1.1 shows the conceptual model in this study.
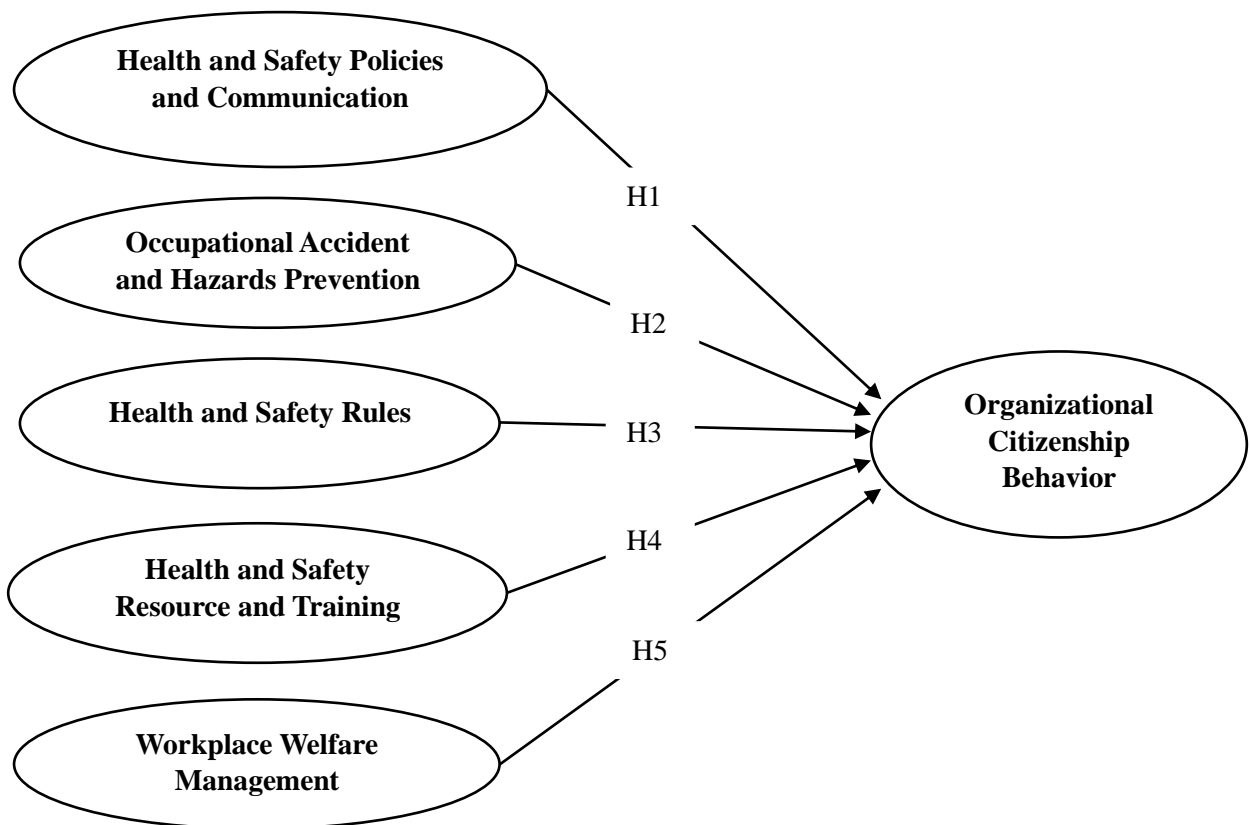
Figure 1.1 Conceptual Model

2. Literature Review and Hypothesis Development

2.1 Occupational Health and Safety (OHS) Practices

Occupational health and safety practices include a variety of rules, guidelines, and precautions designed to protect workers' health at work (Polak-Sopinska et al., 2020). These procedures protect workers from risks, hazards, and illnesses. The importance of OHS procedures lies in safeguarding workers from physical and mental harm, resulting in a happier and more effective workforce (Tamers et al., 2020). Occupational accident and hazard prevention, health and safety regulations, health and safety resources and training, and workplace welfare management are all examples of effective OHS practices (Kaynak et al.,

2016). These components create a risk-free working environment where employees can perform their duties. The correct application and adherence to these practices are necessary for their effectiveness. Beyond ensuring that rules are followed, OHS practices directly impact employees' physical and mental health. Businesses prioritizing OHS procedures tend to have fewer workplace accidents and illnesses (Esterhuyzen & Visser, 2022). Employees in these settings report higher overall well-being levels, which boosts commitment and job satisfaction (Bayram & Üngan, 2020).

2.2 Organizational Citizenship Behaviour (OCB)

OCB refers to employee decisions and actions that go above and beyond their formal job responsibilities and assigned tasks (Nutov & Somech, 2017). These actions consist of being helpful to coworkers, taking part in organizational initiatives, and showing initiative. Some categories for OCB include altruism, conscientiousness, civic virtue, sportsmanship, and courtesy (Romaiha et al., 2019).

Enhancing organizational performance and effectiveness depends on OCB (Taamneh et al., 2018). Employees who participate in OCB promote a supportive and cooperative workplace environment. This culture results from improved team dynamics, increased productivity, and better organizational outcomes. OCB is significant for organizations looking to accomplish their strategic goals and keep a competitive edge. Numerous factors, both individual and organizational, have an impact on OCB. Personality traits, job satisfaction, and a sense of fairness in the workplace are examples of individual factors (Lin et al., 2022). Leadership philosophies, organizational culture, and the degree to which employees feel valued and appreciated are all considered organizational factors (Hassi, 2019). Understanding these elements is crucial to understanding how OCB functions and how it can be supported and nurtured in the workplace.

2.3 Hypothesis Development

2.3.1 Health and Safety Policies and Communication and Organizational Citizenship Behavior

According to the Social Exchange Theory, people constantly exchange material or intangible resources in social interactions. This exchange is motivated by the belief that people will get something worthwhile for their investment (Mitchell et al., 2012). Employees may engage in OCB in an organizational setting to give back to the organization for the resources and support it has been given to them (Farid et al., 2019). OCB is the acronym for discretionary behaviours that go above and beyond the formal job requirements.

A company's health and safety regulations are created to safeguard the well-being of its employees and keep them safe (Min et al., 2019). Employees may feel a sense of duty or reciprocity toward their employer if they believe the company prioritizes their health and safety (Amponsah-Tawiah & Mensah, 2016). Due to their perception that the organization has invested in their well-being, they may be more inclined to participate in OCB. Effective organizational communication among employees fosters transparency, trust, and a sense of

belonging (Yue et al., 2019). Employees are more likely to feel valued and engaged if informed about organizational policies, practices, and decisions (Lee et al., 2021). Employees are more likely to voluntarily engage in actions that benefit the organization, like OCB when they feel appreciated and informed (Boğan & Dedeoğlu, 2020). OCB includes deeds like assisting coworkers, offering creative suggestions, and helping to enhance the workplace as a whole. Employees may be more motivated to engage in these discretionary behaviours if they believe their company values their health and safety and effectively communicates with them (Lee, 2022). Employees participate in OCB as a form of social exchange in which they give their time and energy in exchange for what they believe to be rewarded and supported by the company (Yin, 2018).

A favourable environment for the development of OCB is created when organizations give health and safety policies top priority (Aboramadan et al., 2022) and communicate effectively with their employees (Susanto et al., 2021). In order to repay the organization's investment in their well-being and workplace satisfaction, employees who feel valued and supported are more likely to take actions outside the scope of their official job responsibilities (Farid et al., 2019). The tenets of social exchange theory (Ahmad et al., 2023), which emphasize the reciprocal nature of social interactions and the exchange of resources in organizational contexts, align with this hypothesis. Consequently, the following hypothesis is made.

> H1: Health and safety policies and communication positively impact organizational citizenship behavior.

2.3.2 Occupational Accidents and Hazards Prevention and Organizational Citizenship Behavior

Social Exchange Theory, initially developed by Homans (1958) and further refined by subsequent scholars, offers valuable insights into the dynamics of reciprocity-based social interactions. According to this theory, individuals engage in relationships with the expectation of a give-and-take process, seeking to maximize rewards while minimizing costs (Homans, 1958). When applied to the context of organizations, employees often exhibit OCB, a voluntary and extra-role behaviour, in response to positive stimuli or perceived benefits within the workplace (Elstad et al., 2011).

One significant factor affecting employees' perceptions and behaviours within organizations is the occurrence of occupational accidents (Farid et al., 2019). Such accidents are typically viewed as costs or adverse outcomes within the work environment, leading to physical injuries, emotional distress, and financial burdens. From a Social Exchange Theory perspective, experiencing an occupational accident represents a substantial cost incurred by the employee (Petitta et al., 2019).

Conversely, effective hazard prevention practices implemented by organizations can be regarded as employee rewards (Aboramadan et al., 2022). These measures create a safer work environment, reduce the risk of accidents, and enhance employees' overall well-being and job

satisfaction (Brown et al., 2022). These preventive measures align with the "rewards" in the social exchange relationship. Social Exchange Theory postulates that individuals tend to respond to positive actions with positive actions and negative actions with negative actions (Homans, 1958). In the workplace context, employees who perceive their organization's efforts to prevent hazards and ensure safety as favourable treatment are more likely to reciprocate through engagement in OCB (Grego-Planer, 2019).

Therefore, based on the Social Exchange Theory (Homans, 1958), this study hypothesizes that employees who have experienced fewer occupational accidents and perceive effective hazard prevention measures within their organization are more inclined to engage in OCB. This engagement could manifest in various ways, such as helping coworkers, volunteering for additional tasks, or contributing to the organization's overall well-being beyond their job requirements. The relationship between occupational accidents, hazard prevention practices, and organizational citizenship behaviour can be effectively understood through the lens of Social Exchange Theory (Homans, 1958). It posits that employees who experience fewer accidents and perceive effective hazard prevention practices are more likely to reciprocate these favourable workplace conditions with increased engagement in OCB. Thus, we propose the following hypothesis:

> H2: Occupational accidents and hazard prevention positively impact organizational citizenship behaviour.

2.3.3 Organizational Health and Safety Rules and Organizational Citizenship Behavior

Organizational health and safety rules are policies and practices an organization establishes to protect its employees' physical and psychological well-being (Chang et al., 2021). These rules cover various aspects, such as accident prevention, ergonomic standards, and mental health support (Geller, 2017). When employees perceive that their organization prioritizes their well-being, they have a positive perception of the organization, which can lead to reciprocity and goodwill (Cheung, 2013). This concept is supported by social exchange theory, which suggests that individuals engage in relationships within organizations with the expectation of receiving benefits in return (Cropanzano et al., 2017). When individuals perceive fairness and reciprocity in their interactions, they are more inclined to engage in positive behaviours beyond their formal job requirements, i.e., discretionary behaviours that employees voluntarily engage in to contribute to the organization's effectiveness and well-being, often called organizational citizenship behaviour (Zhang & Farndale, 2022). Thus, this research can generate the following hypothesis by drawing on the tenets of the social exchange theory:

> H3: Organizational health and safety rules positively impact organizational citizenship behaviour.

2.3.4 Health and Safety Resources and Training and Organizational Citizenship Behavior

Organizations that prioritize the well-being of their employees by providing them with essential health and safety resources, such as safe working conditions, protective equipment, and access to healthcare services, create a nurturing and supportive environment (Chari et al., 2018). Moreover, comprehensive training programs related to health and safety not only enhance employees' skills and knowledge but also signal the organization's commitment to employee development and safety (Ricci et al., 2016). Employees who receive such training are more likely to feel obligated to contribute positively to the organization in return for the investment made in their development and safety (Bayram et al., 2022; Laberge et al., 2014).

OCB encompasses various discretionary behaviors, including helping colleagues, volunteering for additional tasks, and going beyond one's formal job description (Zacher & Jimmieson, 2013). These behaviors are motivated by employees' intrinsic drive and perception of fairness and reciprocity within the organization. When employees perceive that their organization invests in their health and safety, it fosters a sense of reciprocity, which aligns with Social Exchange Theory's notion that individuals engage in social relationships and behaviors based on a cost-benefit analysis (Stafford & Kuiper, 2021). Therefore, based on the principles of Social Exchange Theory and the understanding that health and safety resources, as well as training, promote a sense of reciprocity, we propose the following hypothesis:

> H4: Health and safety resources and training positively impact organizational citizenship behavior.

2.3.5 Workplace Welfare Management and Organizational Citizenship Behavior

The concept of workplace welfare management encompasses a variety of strategies and initiatives aimed at improving the overall well-being of employees (Jones et al., 2016). These initiatives span a range of activities, including providing health benefits, implementing work-life balance programs, offering opportunities for professional development, and fostering a supportive workplace culture (Gummer, 2001). Furthermore, workplace welfare management initiatives have the potential to nurture employee trust and commitment (DiPietro et al., 2020). When employees genuinely believe that their organization cares about their well-being, they tend to develop a strong emotional attachment to the organization (Robertson & Cooper, 2010). This emotional bond reinforces their commitment and increases their willingness to engage in OCB to give back to the organization they perceive as having their best interests at heart (Khaskheli et al., 2020).

A workplace prioritizing welfare management creates a more positive and supportive work environment. This positive atmosphere can profoundly impact employees' job satisfaction and overall well-being. Consequently, employees may feel more motivated to engage in OCB to maintain and contribute to a positive work atmosphere that benefits themselves and their colleagues. Social Exchange Theory further posits that employees who feel deeply embedded in their jobs and within the organization are more inclined to engage in behaviours that

benefit them (Meira & Hancer, 2021). Workplace welfare management is crucial in enhancing employees' sense of job embeddedness, making them more likely to engage in OCB. When employees perceive that their organization is actively investing in their well-being, they are more likely to reciprocate through behaviours that ultimately benefit the organization, such as engaging in OCB. Therefore, this study proposes the following hypothesis.

> H5: Workplace welfare management positively impacts organizational citizenship behaviour.

3. Methods

3.1 Sample and Procedures

The research in question is characterized as a cross-sectional study. This approach is chosen to investigate a specific point in time, providing a snapshot of the situation. Majid (2018) supports the idea that researching the entire population yields the most accurate representation. The study resorts to a non-probability sampling technique known as convenience sampling due to the absence of a comprehensive list of fish processing workers. Saunder *et al.* (2019) argued that this method is suitable when a complete population list is unavailable to the researcher. Furthermore, Sedgwick (2013) asserts that convenience sampling is appropriate when the researcher possesses knowledge of the population's fundamental characteristics, such as its socioeconomic status, and when no sampling frame exists. Consequently, the convenience sampling method is chosen for this study.

Based on our G*Power calculation, this study determined that the effect size for our study is 0.15, with a 5% margin of error and a desired statistical power of 95%. Additionally, this study has five predictor variables for analysis. Considering these factors, the minimum required sample size, as calculated by G*Power, was 138.

However, in our actual study, this study went above and beyond the minimum sample size requirement. This study collected data from 400 participants, substantially higher than the minimum sample size of 138 as determined by our G*Power calculation. This larger sample size provides us with increased statistical power and confidence in the results of our study, making it even more robust and reliable for drawing meaningful conclusions. Data came from fish processing workers covering diverse demographics in Khulna, Bagerhat, and Satkhira cities. A structured questionnaire with a five-point "Likert Scale" was used to collect primary data.

3.2 Measures

The research employed pre-developed measurement scales with necessary modifications to measure the different dimensions of health and safety practices. These modifications were essential to tailor the scales to the context of this study. For instance:

> **"Health and safety policies and communication" and "Health and safety resources and training"** were assessed based on the scale developed by Fernández-Muñiz *et al.* (2007). The Cronbach alpha was 0.71 and 0.78, respectively. The sample

question was, "Does the firm coordinate its health and safety policies with other HR policies to ensure the commitment and well-being of workers"? Furthermore, "Are workers given sufficient training periods when entering a firm, changing jobs, and using new techniques"?

The scales for **"Occupational accidents and hazards prevention"** and **"Health and safety rules"** were adopted by Christopher *et al.* (2012) and Simard and Marchand (1997), respectively. The Cronbach alpha was 0.72. The sample question was, "Do employees wear personal protective devices"? Moreover, "Is education of workers in health hazards important"?

"Workplace Welfare Management" was measured using the Bangladesh Labor Act's 2006 provisions and a five-item scale developed by Hossain *et al.* (2015). The sample question was, "Is there an available first aid appliance"?

Lastly, **"Organizational Citizenship Behaviour"** was assessed using an eight-item scale derived from the original twenty-four-item scale of Podsakoff *et al.* (1990). The Cronbach alpha was 0.94. The sample question was, "Is the attendance at work above the norm"?

4. Results

Based on the survey results, this study section successfully generated a comprehensive demographic profile of 400 respondents. This profile encompassed vital demographic variables such as gender, age, marital status, monthly income, length of employment, and level of education. These findings are detailed in Table 4.1, where the survey results are neatly organized and displayed for easy reference and analysis. This demographic information provided valuable insights into the characteristics of the study's participant pool, which were instrumental in interpreting and contextualizing the subsequent research findings.

Table 4.1

Demographics of the Respondents

Variables	Categories	Frequency (N)	Percentage
Gender	Male	225	56%
	Female	175	44%
Age	Less than 18 Years	40	10%
	18-25 Years	130	33%
	26-33 Years	106	26%
	33-40 Years	87	22%
	Above 40 Years	37	9%
Monthly Income Level	Less than 5,000 TK.	37	9.2%
	5,001-10,000 TK.	215	53.8%
	10,001-15,000 TK.	118	29.5%

	Above 15,000 TK.	30	7.5%
Duration of Job	Less than 2 Years	65	16%
	2 to 6 years	193	48%
	6 to 10 Years	99	25%
	Above 10 Years	43	11%
Educational Level	No Schooling	104	26%
	Primary Education	209	52%
	SSC	65	16%
	H.S.C & Above	22	6%

4.1 Reliability Analysis

The reliability assessment of the measuring scale items yielded promising results during the pilot study. This critical evaluation is presented in Table 4.2 of the research findings. According to Pallant (2016), Cronbach's alpha coefficient is one of the most robust methods for assessing internal consistency in measurement instruments. In line with the established standards articulated by Tavakol and Dennick (2011), it is generally considered acceptable for reliability when Cronbach's alpha value surpasses the threshold of .70. In the context of our study, it is noteworthy that all the scale items exceeded this minimum benchmark, demonstrating a high level of reliability. This reliability implies that the measuring scales employed in our research exhibit consistent and dependable internal consistency, as established by the observed Cronbach's alpha values. These findings provide a solid foundation for conducting further analysis and drawing meaningful conclusions from the data, as the reliability of the measurement instruments has been confirmed to be both consistent and stable.

Table 4.2
Reliability Analysis for Measurement Scales

Measurement Scales	Cronbach's alpha	Items
Health & Safety Policies and Communication	.840	5
Occupational Accidents and Hazards Prevention	.856	5
Health and Safety Rules	.821	4
Health and Safety Resources and Training	.853	5
Workplace Welfare Management	.888	5
Organizational Citizenship Behavior	.881	8

4.2 Bivariate Analysis of the Study Variables

Table 4.3 in our study was pivotal in unveiling the intricate correlations among the key variables under investigation. These correlations shed light on the relationships between these

variables and OCB. Notably, all the key factors demonstrated significant positive correlations with OCB, which held promising implications for our research.

First, health and safety policies and communication correlated substantially with OCB (r = .64, $p < .01$), indicating a robust positive relationship. Similarly, occupational accidents and hazards prevention (r = .62, $p < .01$), Health and safety rules (r = .69, $p < .01$), Health and safety resources and training (r = .68, $p < .01$), and workplace welfare management (r = .68, $p < .01$) all displayed moderate to strong connections with OCB. Notably, the p-values being less than 0.01 underscored the statistical significance of these relationships, bolstering the validity of our findings. Additionally, intriguing associations emerged when we explored inter-variable relationships. Health and safety policies and communication exhibited notably high correlations with both occupational and accident hazard prevention (r = .76, $p < .01$) and health and safety rules (r = .78, $p < .01$). This suggested that effective communication of health and safety policies played a pivotal role in promoting occupational safety and adherence to health and safety rules among workers.

Furthermore, a compelling link was observed between health and safety resources and training and health and safety rules (r = .83, $p < .01$). This connection implied that the availability of proper safety equipment and training significantly encouraged workers to adhere to health and safety rules, possibly contributing to a safer workplace environment. However, it was essential to note that while these correlation analyses provided valuable insights into the relationships between variables, they did not elucidate the causal links or the direct impact of these variables on one another. To explore these aspects further and rigorously test our hypotheses, we conducted a regression analysis, which delved deeper into the complex interactions among these variables and provided a more comprehensive understanding of the dynamics in our study.

Table 4.3
Mean, Standard Deviation, and Correlation Analysis

Variables	Mean	SD	1	2	3	4	5
1. Health and safety policy and Communication	4.11	.63					
2. Accidents and hazards Prevention	4.12	.65	.765**				
3. Health and safety rules	4.19	.65	.780**	.829**			
4. Health and safety resources and training	4.13	.66	.751**	.766**	.830**		
5. Workplace welfare management	3.97	.78	.545**	.570**	.597**	.670**	
6. Organizational Citizenship Behavior	4.16	.61	.649**	.626**	.692**	.684**	.682**

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

4.3 Regression Analysis

The primary objective of this study was to assess the impact of occupational health and safety practices on organizational citizenship behavior. Five hypotheses were formulated to achieve this, each examining a different facet of the relationship between OHS practices and OCB. These hypotheses were subsequently tested using regression analysis, the chosen analytical method.

The results of this analysis, as presented in Table 4.4, reveal a coefficient of determination R^2 value of .614. This R^2 value signifies that the six OHS practice variables under consideration can account for approximately 61.4% of the variance in OCB among fish processing industry workers. These variables include health and safety policy and communication, occupational accident hazard prevention, health and safety rules, health and safety resources and training, and workplace welfare management.

In the model summary and ANOVA analysis outlined in Table 4.4, it becomes evident that the *f*-Statistic is recorded at 14.292, with a corresponding p-value of 0.000. This *f*-statistic, along with its associated p-value, indicates the model's goodness of fit. In this context, the remarkably low p-value of 0.000 signifies that the proposed model is a reasonable fit for the dataset and strongly suggests a significant relationship between OHS practices and OCB. A lower significance value indicates a better fit for the model, reinforcing the credibility of our research findings.

Table 4.4
Model Summary and ANOVA

Model	*R*	*R²*	Adjusted R²	*f*	*p*
1	.784	.614	.608	14.292	.000

Table 4.5 provides a comprehensive overview of the outcomes concerning individual model variables, offering insights into their standardized beta coefficients (β) and corresponding significance values. The results unveiled significant patterns in the impact of these variables on OCB.

Firstly, health and safety policy and communication (β = 0.194, P < 0.05), health and safety rules (β = 0.261, P < 0.05), and health and safety resource and training (β = 0.136, P < 0.05) were all found to have a significant and positive influence on OCB. This finding indicates that these aspects of OHS practices exert a favourable impact on organizational citizenship behaviour. Consequently, we can assert that hypotheses H1, H3, and H4 positing such relationships have garnered support from the empirical data.

Likewise, workplace welfare management (β = 0.276, P < 0.05) was identified as another variable that significantly and positively impacts OCB. Therefore, H5, which proposed a positive association between workplace welfare management and OCB, also receives

empirical support. However, it is worth noting that H2, posited a relationship between occupational accidents and hazard prevention and OCB, did not receive support from the data. This conclusion is drawn from the fact that the p-value associated with occupational accidents and hazard prevention exceeded the threshold of 0.05 (specifically, $.940 > 0.05$). Consequently, we can infer that, unlike the other OHS practices, occupational accidents and hazard prevention did not significantly influence organizational citizenship behaviour. In sum, the findings suggest that, aside from occupational accidents and hazard prevention, the remaining OHS practices can positively influence OCB among the study participants. This nuanced understanding of the interplay between specific OHS practices and OCB contributes valuable insights into occupational health and safety.

Table 4.5

Regression Analysis of OHS Practices and OCB

Hypothesis/Path	Std. Error	β	p	Decision
H1. HSPC > OCB	.053	.194	.000	S
H2. OAHP > OCB	.057	.005	.940	NS
H3. HSR > OCB	.064	.261	.000	S
H4. HSRT > OCB	.062	.136	.049	S
H5. WWM > OCB	.045	.276	.000	S

Note: β= Standardized coefficient, S=Supported, NS= Not supported,

5. Discussions and Implications

The study's analysis revealed that health and safety policies and communication enhance fish processing workers' OCB. Specific occupational health and safety practices, integral to policy and communication, drive OCB. Mishra *et al.* (2023) found similar results in Indian nurses during the SARS-COV-2 pandemic. Kaynak *et al.* (2016) showed that occupational health and safety practices impact managerial factors, including commitment and OCB. Explicit in-house health and safety rules, task-related regulations, risk factor booklets, and comprehensive communication boost workers' confidence in OHS, leading to increased organizational citizenship. These findings align with Tinti *et al.* (2017) and Snape and Redman (2010).

Furthermore, the study examined the relationship between occupational accidents and hazard prevention and OCB and found a positive but non-significant relationship, not supporting the hypothesis. This finding suggests that occupational accidents and hazard prevention do not influence OCB in this study's context, which contradicts the findings of Coyle *et al.* (1995) and Cooper and Phillips (2004). A study by Vu *et al.* (2022) found that workplace safety management practices, including accidents and hazards prevention, enhance OCB, but the results of this study differ. The study suggests that workers may not perceive occupational

accidents and hazard prevention practices as catalysts for OCB. Because they view these practices as inherent to their job roles, essential for their well-being, and not necessarily deserving special recognition or rewards.

Additionally, organizational health and safety rules positively influence OCB by engaging workers in OHS practices. This conclusion is consistent with previous studies by May and Schwoerer (1994). Practical safety rules, adherence to rules under tight schedules, pre-employment health exams, and regular health checkups encourage compliance practices, thereby enhancing OCB. These findings align with the argument put forth by Clark *et al.* (2014) that health and safety rules contribute to a psychological safety climate and facilitate OCB. Likewise, this study's findings indicate a significant and positive relationship between health and safety resources, training, and OCB. This finding supports prior research by Testa *et al.* (2020) and Maryam (2023), which identified health and safety resources as predictors of OCB. The study suggests that organizations conducting induction and regular training on health and safety, providing proper personal protective equipment, and training workers in their proper care and use are perceived as caring and responsible for workers' OHS. This perception leads workers to exhibit citizenship behaviour. These results align with Vignoli's (2018) study, showing how resources like safety leadership and training can boost work engagement, ultimately increasing OCB.

Finally, the study found a significant positive relationship between workplace welfare management and OCB. This finding suggests that employees reciprocate welfare measures. This finding is supported by Randhawa and Kaur (2015) and Reader *et al.* (2017), who also identified the significant impact of workplace welfare management on OCB. Additionally, Wardono and Moeins (2022) found that welfare measures, such as treatment, facilities, health centres, and safety committees, induce loyalty, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue in workers' behaviour and actions.

5.1 Theoretical Implications

The theoretical implications of the findings align with the principles of the Social Exchange Theory, which posits that individuals engage in relationships and behaviours based on the expectation of receiving benefits in return for their actions. First, the positive relationship between HSPC and OCB supports the idea that when employees comply with health and safety policies (Vu et al., 2022), they may perceive it as reciprocity and engage in extra-role behaviours that benefit the organization. Second, the lack of support for this hypothesis suggests that OAHP may not directly lead to increased OCB (Clark et al., 2014). This finding could indicate that employees do not necessarily view adherence to health policies as a direct exchange for engaging in extra-role behaviours. Third, the positive relationship between HSR and OCB aligns with Social Exchange Theory (Tokay & Akin, 2023), indicating that employees may respond with extra efforts and citizenship behaviours when they perceive that the organization prioritizes safety through clear regulations. Fourth, the positive relationship between HSRT and OCB suggests that when employees receive training on health and safety rules (Testa et al., 2020), they may see it as an investment in their well-being and, in turn, contribute to the organization through OCB. Finally, the positive relationship between WWM and OCB supports the Social Exchange Theory (Turnipseed, 1996), indicating that when the

organization provides favourable welfare measures, employees may reciprocate with extra-role behaviours, contributing to the organization's well-being. These findings demonstrate how elements related to health and safety policies, regulations, training, and workplace welfare can be understood through Social Exchange Theory, where individuals engage in behaviours based on the perceived reciprocity and benefits they receive from the organization.

5.2 Practical implications

This study delineates valuable insights for organizations and managers by linking OSH and OCB. First, organizations should prioritize developing and effectively communicating health and safety policies. This development can involve regular training sessions, accessible documentation, and clear communication channels to ensure employees know and understand these policies. This approach can help promote OCB among workers. Second, while this hypothesis was not supported, it is still essential for organizations to maintain a strong focus on occupational accident and hazard prevention for the sake of employee safety. Although it may not directly impact OCB, it contributes to a safer and healthier work environment. Third, companies should establish and enforce health and safety rules and regulations. This regulation includes guidelines for safe work practices, emergency procedures, and compliance expectations. Doing so can contribute to a culture of responsibility and positively influence OCB. Fourth, organizations should invest in comprehensive health and safety risk training programs. These programs should educate employees about potential risks and equip them with the knowledge and skills to navigate safety concerns. This investment can lead to increased OCB. Finally, organizations should prioritize workplace welfare management to enhance OCB. This welfare management includes restrooms, health centres, safety committees, and other amenities that improve employees' well-being and comfort. A positive workplace environment can lead to greater engagement in OCB activities.

5.3 Limitations and Future Research Directions

This study acknowledges the limitations even though they help us understand how vital OSH is to OCB. First, the study's conclusions are based on data from a particular industry, namely fish processing. The context specificity constrains the results' applicability to other fields or environments. Future studies should investigate these connections in various organizational contexts to ascertain how broadly applicable the conclusions are. The study may also be hampered by using cross-sectional data, which prevents the determination of causality (Solem, 2015). Experimental designs or longitudinal studies may be able to offer more solid proof of the causal links between the variables under investigation. Third, social desirability bias (Larson, 2019) may affect the data gathered for OCB and associated constructs. Employees might give answers that they think are more socially acceptable, which could impact the accuracy of the findings. Future research could use mixed-method approaches or more objective metrics to lessen this bias. Finally, although the study focused on many crucial elements related to workplace welfare and health and safety regulations, it might not have covered all pertinent variables that could impact OCB. Future studies should consider additional factors that might interact with the factors being studied, such as organizational culture or leadership philosophies. Future studies may also examine potential moderators and

mediators of the relationships under study. Examine, for instance, whether employee perceptions of leadership are a deciding factor in the association between OCB and health and safety regulations.

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