

# Relationship Between Psychological Well-Being At Work And Organizational Citizenship Behavior: Empirical Evidence From Indian Healthcare Sector

Dr. Rabinarayan Samantara<sup>1</sup>, Mohamed Nisfar Changaranchola<sup>2\*</sup>

<sup>1</sup>Associate Professor in Commerce, Shivaji College, University of Delhi, New Delhi-110027. Postal address: 3<sup>rd</sup> Floor, Jai Niwas, 6/6 Tilak Nagar, New Delhi, India-110018. ORCID ID: <https://orcid.org/0000-0002-7925-979X>. E-mail: [dr.rabisamantara@gmail.com](mailto:dr.rabisamantara@gmail.com). Mobile No. 9818413296

<sup>2</sup>Assistant Professor in Commerce, KMCT Arts and Science College Kuttippuram, Kerala- 679571. Postal address: Changaranchola House, Cherushola Post, Malappuram, Kerala, India-676510. ORCID ID: <https://orcid.org/0000-0001-9212-5967>. E-mail: [nisfarc@gmail.com](mailto:nisfarc@gmail.com). Mobile No. 9633057187

\*Corresponding author: - Mohamed Nisfar Changaranchola

\*Assistant Professor in Commerce, KMCT Arts and Science College Kuttippuram, Kerala- 679571. Postal address: Changaranchola House, Cherushola Post, Malappuram, Kerala, India-676510. ORCID ID: <https://orcid.org/0000-0001-9212-5967>. E-mail: [nisfarc@gmail.com](mailto:nisfarc@gmail.com).

## Abstract

The present research examines the association of Psychological Well-Being at Work (PWBW) with Organizational Citizenship Behavior (OCB) in the Indian healthcare sector. A self-report online questionnaire survey was conducted among 308 nurses working at private hospitals in the State of Kerala. The research data obtained on different dimensions of PWBW and OCB were statistically analyzed with the help of such techniques as mean, standard deviation, correlation analysis and step-wise regression analysis. The findings of the study suggest that a positive relationship between the above-mentioned two organizational variables exists. In addition, it is observed that psychological well-being at work and its specific aspects or dimensions positively predict organizational citizenship behaviors. Thus, the degree of rating of psychological well-being at work experienced by an employee significantly influences his/her intention to engage in specific acts of citizenship behavior. The findings of the study have important implications for the healthcare sector in India especially during this situation of Covid-19, on account of the existing disparities in the healthcare workforce, nurse: patient ratio and shortage of skilled healthcare professionals.

**Keywords:** Psychological well-being at work, Organizational citizenship behavior, Healthcare sector, Organizational performance, Nurses, Covid-19.

## Introduction

Organizational performance as a subject of study has received considerable research attention from the scholars of Organizational Science. Researchers within this broad discipline have long been concerned with the question as to how organizational performance is to be enhanced. Optimum functioning of the employees can be considered as the antecedent of better functioning and performance of every organization. Every organization needs employees' cooperation, participation, optimum effort, and their activities beyond primary job requirements, so that organizational efficiency can be achieved. Moreover, organizations are developing a work environment where employees can go beyond their job responsibilities, which ultimately contribute to the effective functioning of the organization. Considering this fact, the concept of OCB has assumed

immense significance in various studies of organizations in recent times. OCB can be defined as the voluntary behaviors related to job that are not advised by the organization, but ultimately have an impact on organizational performance (Organ, 1988). In fact, every successful organization has employees who are showing these spontaneous and innovative behaviors as a part of their jobs even though such altruistic behaviors are not prescribed by their job specifications. Empirical studies in the field of organization behavior have shown that extra-role behaviors are correlated with various organizationally relevant outcomes, especially organizational productivity and effectiveness (McKinsey et al., 1993; Castro et al., 2004).

In view of the above mentioned facts, it may be stated that there has been a continuous quest in searching for the antecedents of OCB. Recently, researchers have found that psychological factors are having impact on many organizationally

relevant outcomes and thus, in order to withstand the challenges of a fast moving and continuously changing competitive world, it is necessary to minimize workers' stress and to ensure their psychological well-being at workplace (Winefield et al., 2012). The research in the field of employees' well-being, especially psychological well-being, has received increased attention from the academic and business researchers alike. Organization researchers have always been interested to find out what makes work environments engaging and motivating. PWB might have an important role in the organizational context as it directly influences people's perceptions towards the management and the organization itself.

In the prevailing circumstances, it has become extremely important to study the psychological well-being and OCB of healthcare workers. The Covid-19 pandemic has made the healthcare workers life savors of many and their services still continue selflessly. Healthcare workers are the backbone of the healthcare industry and they are working hard continuously to fulfil the medical needs of people without getting any recognition or praise for their meaningful works. In view of this, it has become important to study the psychological well-being of healthcare workers to develop a system of support for physicians, nurses and paramedical staff. Recent studies have revealed the existence of varied psychological adversities among healthcare workers as a result of Covid-19 pandemic (e.g. Chew et al., 2020). It is also important to study the extra-role behaviors of healthcare workers in the midst of the shortage of healthcare workforce and also to resolve the issue as to how psychological well-being affects citizenship behavior.

### Objectives of the Study

In the light of the aforesaid observations, the objectives of the present research paper are:

1. To explain the conceptual meaning and implications of Psychological Well-Being at Work (PWBW) and Organizational Citizenship Behavior (OCB) in the organizational context;
2. To review the literature available on Psychological Well-Being at Work (PWBW) as a predictor of Organizational Citizenship Behavior (OCB);
3. To empirically test the relationship between Psychological Well-Being at Work (PWBW) and Organizational Citizenship Behavior (OCB) of nurses working in the private hospitals of the Kerala State; and

4. Finally, to draw some meaningful conclusions from the study and offer necessary suggestions in relation thereto.

### Psychological Well-Being at Work (PWBW)

Over the past five decades, many government and non-government organizations around the world have developed several well-being measures for many different purposes e.g. to support governments in developing new policies and programs so as to improve the life quality of people, to identify factors that do contribute to the quality of life development, etc. A number of well-being measures have been developed from time to time in order to ascertain the welfare of people, individual well-being, subjective well-being, psychological well-being and so on. The recent studies in the field of well-being have changed the focus from an objective to a subjective conception of well-being, especially towards psychological well-being. As defined by Ed Diener, a thirty years' pioneer in well-being studies, well-being is a broad concept that includes different forms of evaluations of one's life or emotional experiences (Diener 1984; Diener et al., 1999). Psychological well-being is a broad term explained as a positive function, and is an individual's subjective experiences about his/her life in which he feels happy and satisfied with life (Ryff, 1989).

From the employees' point of view, psychological well-being at work is defined as personalised positive perception at the workplace (Dagenais-Desmarais & Savoie, 2012). There are five facets of psychological well-being at work as pointed out by Dagenais-Desmarais and Savoie (2012), and they are:

1. Interpersonal Fit at Work (IFW): Extent to which a person feels comfortable and experiences positive feelings towards work context.
2. Thriving at Work (TW): Extent to which an individual finds the job interesting and is able to fulfil his/her own self as an individual.
3. Feeling of Competency at Work (FCW): The individuals' perception about his/her ability to do a work successfully and efficiently or acquiring the required skills for doing his/her own work efficiently.
4. Perceived Recognition at Work (PRW): Perception of how others acknowledge one's own work or one's own identity.
5. Desire for Involvement at Work (DIW): Willingness of a person to involve himself/herself in work or work-related activities within the organization and contribute towards its effective functioning or success.

## **Organizational Citizenship Behavior (OCB)**

OCB refers to certain voluntary activities that employees choose to do and that often lie outside their contractual obligations or job specifications. This concept of OCB is otherwise known as extra-role behavior, contextual performance, organizational citizenship performance or prosocial organizational behavior. OCB can be defined as voluntary behavior of individuals within an organization that is non-compulsory, or not prescribed by the formal organization or reward system but ultimately contributes towards effective functioning of the same (Organ, 1988). Orienting new employees, offering help in job related activities, attending optional meetings, sharing ideas, speaking well of the organization, staying with the organizations during the hard times are some of the examples of organizational citizenship behavior. Even though these behaviors are not recognised by the formal reward system of the organization, they are linked to the overall effective functioning of the organization. It may be stated that different scholars have proposed different views on the dimensionality of OCB. In the present study, however, we have followed the classification of OCB made by Niehoff and Moorman (1993), which is based upon two dimensions consisting of OCB towards Individual (OCBI) and OCB towards Organization (OCBO). Individual-level OCB includes courtesy, peacekeeping, altruism and cheer-leading efforts directed at individuals. Organizational level citizenship behavior, otherwise called citizenship behavior directed towards the organization or OCBO, aims at benefiting the organization as a whole. This dimension of OCB includes conscientiousness, civic virtue and sportsmanship.

### **Review of Literature: PWBW as a Predictor of OCB**

Organizational researchers have always tried to find out what makes work environments interesting and engaging. PWB plays an important role in the organizational context as it directly influences the employees' thinking and feelings about their jobs and the organization. Psychological aspects of human behavior at the work context have always received increased attention and can be traced back to the famous Hawthorne studies. These studies conducted on the workers and their working conditions at the Hawthorne plant of the Western Electric Company during the 1920s, led to the development of the Human Relations School that highlighted the crucial role of workers' morale and job satisfaction in raising their productivity. It has

been empirically tested that the greater the well-being of employees at the workplace, the greater is their level of performance and productivity. Grawitch et al. (2006) found that both physical and psychological health of employees are linked directly and indirectly with employee growth and development, work-life balance and employee involvement. Organizations are composed of employees and they can be viewed as both assets and vehicles to achieve organizational success. Happier employees tend to have better engagement in work (Robertson & Cooper, 2010; Sivaprakasam & Raya, 2017) and are better satisfied with their jobs (Boehm & Lyubomirsky, 2008). Soane et al. (2013) suggested that perception of positive affective state and perception of employees' meaningfulness of work facilitate higher levels of engagement, and as a consequence, positive individual and organizational outcomes.

Positive mood can have an impact on the performance of citizenship behaviors, as described by Williams and Shaw (1999). Employees who are in good mood think positively and as result of prolonged good feelings they engage in citizenship behaviors. Employees who are rated more in positive affect are likely to perform more of citizenship behavior as compared to those who are rated less in positive mood. In a similar study, Lee and Allen (2002) found the importance of job cognitions and job affect in predicting OCB. Their studies have revealed that job affects were strongly predicting OCBI, whereas job cognitions were more strongly related to OCBO. Rastogi and Garg (2011) found that a positive work environment motivates employees to engage in citizenship behavior, which leads to better psychological well-being of the employees. The study clearly demonstrated the differential effects of general mood variables (positive and negative affect) on OCBI and OCBO. Gore et al., (2014) provided some new insights into which forms of subjective well-being relate to the different types of citizenship. Positive affects were predicting citizenship behavior that involves the consideration or assistance for others. At the same time, negative affects were negatively predicting citizenship behavior that are more personal in nature. In a study based on healthcare sector employees, Yildiz (2019) contributed to the theory that employees possessing high levels of both positive psychological capital and trust engage themselves in the highest frequency of OCB. Kang et al. (2020) suggested that the hospitality firms should maintain harmony with their employees in order to enhance psychological well-being as the organization-employee interaction stimulates well-being and thereby happiness, life satisfaction and morale. In

the service industry, employees are constantly experiencing psychological exhaustion as they are always exposed to high tension work and facing work stress and low level of job satisfaction. In the service sector, mainly service works are produced and delivered by service workers and their belief of success is a crucial psychological factor in leading towards service quality. Hence, self-efficacy and the positive psychological well-being are important in shaping voluntary work attitudes (Kim & Byon, 2018). A cross-sectional study conducted among Korean nurses elucidated that communication satisfaction in relation with various stakeholders in the hospitals along with emotional labor increases prosocial behavior. Nurses were found to be more effective in treating patients when they utilized emotional labor to a higher extent (Kim & Jang, 2018). Peiro et al. (2019) advocated the need for hedonic and eudaimonic studies of psychological well-being and they indicated that employees can be unhappy in hedonic way and may be happy in eudaimonic way and vice versa. That means there can be different topologies of happy-productive employees when the researcher considers hedonic and eudaimonic dimensions of psychological well-being, as well as different informants of workers' performance. Out of all these primary researches, we could hardly find any exhaustive study based on comprehensive measure of psychological well-being with several well-being facets predicting citizenship behavior of employees at the workplace.

In comparison to the study of employees' well-being and their in-role performance, the study solely focusing on the relationship between employees' psychological well-being and organizational citizenship behavior has drawn little attention from organizational researchers. Moreover, there are very few studies focusing solely on psychological well-being at work. As discussed previously, majority of the studies in the field of psychological well-being are based on context-free measures of PWB. The existing literature and theoretical framework suggest the need for the study of context-specific measures of psychological well-being in the organizations. Authors have reiterated the need for work specific conceptualization of psychological well-being as context-specific measures have shown increased predictive validity over context free measures while applying them at the workplace, especially in predicting outcomes such as employee performance, employee engagement etc. (English, 2001; Hunthausen et al., 2003). More recently, Bartels et al. (2019) suggested that interpersonal and intrapersonal eudaimonic workplace well-being are equally important in measuring well-being in

organizations. At the same time, conventional hedonic well-being measures lack social and affiliation characteristics and workplace aspects while measuring employees' well-being. Diener et al. (2003) acknowledged the need for both domain-free and domain based studies as the domain-free measure concentrates on life as a whole while domain based study contains specific components that fluctuate with life domain such as workplace, family etc. Similarly, Gilbert et al. (2011) argued that the original factorial structure of a context-specific measure is different from context free measures despite some conceptual similarities and advocated that both the measures cannot be replicated.

## Research Methods

The present study is based on a cross-sectional design that involves the collection of information from nurses working at private hospitals in the State of Kerala. A total of 308 usable samples have been collected by means of web based survey. The Google form link containing structured questionnaire was shared among the nurses working in the selected private hospitals of Kerala. The respondents were requested to fill two sections of the questionnaire. In the first section, the respondent-nurses provided demographic information such as gender, designation etc. and in the second section, they were asked to measure two study variables- IPWBW and OCB. Confidentiality of the respondents was maintained throughout the study and the respondents were free to join the survey without any sort of compulsion. The sample size required to detect statistical significance was determined by performing power analysis for each and every test in the present study. Separate power tests were performed for correlation analysis and regression analysis and the largest sample size was chosen among them. G-power software was used to calculate the sample size required to get reliable results for correlation and regression analysis. Power analysis for correlation showed the highest sample size required for getting reliable results i.e. 138 samples. Therefore, 308 responses obtained from the nurses in the present investigation were more than adequate for fulfilling the objectives of the study.

In regard to research measures utilized in the present study, two separate Scales were used to measure the study variables i.e. IPWBW and OCB. Psychological well-being at work was measured using the 25-item Scale of IPWBW developed by Degenais-Desmarais and Savoie (2012). This Scale consists of items related to work-specific psychological well-being and is measured by using

a 6-point Likert Scale ranging from ‘disagree’ to ‘completely agree’. The IPWBW contains 25 items measuring how individuals feel at the work situation and requesting the respondents to indicate the extent to which they agree with each statement. The Scale has five sub-dimensions as they are explained earlier. Each of these dimensions consists of 5 items measuring different aspects of psychological well-being at work. Organizational Citizenship Behavior (OCB) of respondents was measured using the 16-item Scale developed by Lee and Allen (2002). The Scale describes two dimensions of OCB (OCBI and OCBO) with 8 items in each dimension, explaining citizenship behavior towards the individuals and the organization. It is a self-report survey in which the respondents were requested to mention how often they engaged in the listed behaviors.

**Data Analysis and Results**

The data obtained were analyzed with the help of Microsoft Excel and SPSS software. Pearson’s

correlation analysis and regression analysis were conducted to obtain meaningful research results. At the outset, the reliability of the Scales was tested through the calculation of Chronbach’s alpha values. The calculated values of Chronbach’s alpha stood 0.81, 0.79, 0.81, 0.78, 0.87, and 0.89 for IFW, TW, FCW, PRW, DIW and PWBW respectively. Similarly, Chronbach’s alpha values for OCBI, OCBO and OCB were 0.89, 0.91 and 0.89 respectively. Since the values of Chronbach’s alpha are greater than 0.7, the reliability of the Scales is confirmed. An analysis of the demographic profile of the respondent-nurses revealed that majority of the respondents were in the age group of 20-25 years. It is significant to note that more than 80 per cent of the respondents were females. While the majority of the nurses (56.2 per cent) had BSc Nursing qualification, the nurses having acquired Diploma in Nursing constituted 40.2 per cent of the sample size and, they were followed by only 3.6 per cent of nurses having completed M.Sc in Nursing. In addition, it may be noted that a maximum proportion of nurses (71.1 per cent) had only limited work experience of 1-5 years.

**Table 1.** Mean and Standard Deviation (SD) of PWBW and OCB and their Specific Dimensions

PWB at Work Dimensions	Mean	S.D	OCB Dimensions	Mean	S.D
Interpersonal Fit at Work (IFW)	3.11	1.16	Organizational Citizenship Behavior towards Individual (OCBI)	4.09	1.24
Thriving at Work (TW)	3.08	1.07	Organizational Citizenship Behavior towards Organization (OCBO)	3.86	1.30
Feeling of Competency at Work (FCW)	3.04	1.07	Organizational Citizenship Behavior (OCB)	3.98	1.02
Perceived Recognition at Work (PRW)	3.07	1.17			
Desire for Involvement at Work (DIW)	3.36	1.42			
PWB at Work (PWBW)	3.13	0.83			

**Source:** The authors.

**Note:** Sample size= 308 for all the measures.

Table 1 describes the means and standard deviations of the study variables and their dimensions. On an average, all the variables were found to be centered; however, the mean values of desire for involvement at work and OCBI were found to be higher. It means that the nurses have high degree of involvement in their jobs, moreover, they care much more for citizenship behavior towards individuals than towards the organization.

**Table 2.** PWBW and OCB Dimensions: Correlation Results

PWB at Work Facets	OCBI	OCBO	OCB
IFW	.250	.372	.389
TW	.455	.544	.623
FCW	.453	.537	.617
PRW	.343	.563	.567
DIW	.363	.447	.505
PWBW	.521	.689	.755

**Source:** The authors.

**Note:** Sample size= 308 for all the measures, Correlation coefficients are significant at 5 per cent level.

PWB at work and OCB are found to be significantly correlated with a calculated  $r$  value of 0.755. All the dimensions of PWB at work and OCB are positively associated with a 5% significant value. Compared to the relationships between PWB at work and OCBI, the relationships between PWB at work and OCBO are found to be higher. A careful examination of Table 2 reveals that thriving at work (TW) and feeling of competency at work (FCW) are highly correlated with OCBI with the calculated  $r$  values of 0.455 and 0.453 respectively. Similarly, it can be observed that perceived recognition at work (PRW), thriving at work (TW) and feeling of competency at work (FCW) are highly correlated with OCBO, with the calculated  $r$  values of 0.563, 0.544, and 0.537 respectively.

**Table 3.** Stepwise Regression Results for PWBW Dimensions and OCB (OCB as Dependent Variable)

PWBW dimensions	R	R <sup>2</sup>	Beta	DF	P value
IFW	.389	.151	.389	1,306	<.05
IFW, TW	.633	.400	.125, .565	2,305	<.05
IFW, TW, FCW	.702	.493	.082, .344, .357	3,304	<.05
IFW, TW, FCW, PRW	.741	.549	.107, .259, .264, .246	4,303	<.05
IFW, TW, FCW, PRW, DIW	.763	.583	.910, .236, .246, .189, .150	5,302	<.05

**Source:** The authors.

**Note:** Regression co-efficient are significant at 5 per cent level.

IFW (Interpersonal fit at work), TW (Thriving at work), FCW (Feeling of competency at work), PRW (Perceived recognition at work), DIW (Desire for involvement at work).

Step-wise regression analysis was conducted to ascertain the extent to which weighted combinations of different dimensions of PWBW predicted citizenship behavior of nurses. As shown in Table 3, all the five dimensions of PWBW were entered into the multiple regression analysis one by one. It was found that all the five dimensions of PWBW jointly predicted OCB with a calculated  $R$  value of 0.763 ( $F=84.40$ ,  $P<0.05$ ). A close examination of the step-wise regression results reveals that Interpersonal fit at work (IFW) and Thriving at work (TW) together explained 40 per cent of the variance in OCB of employees while the next two higher combinations of PWBW dimensions explained 49.3 per cent and 54.9 per cent of variances in OCB respectively.

## Major Research Findings

The current research attempted to examine the association between psychological well-being at work (PWBW) and organizational citizenship behavior (OCB) of nurses working in the private hospitals of the State of Kerala. The results indicate that psychological well-being at work and its dimensions positively predict citizenship behavior of the nurses. Therefore, it can be stated that exposure to positive feelings and experiences strengthens an impulse to engage in citizenship behaviors. The finding of the study is consistent with that of Williams and Shiaw (1999), which showed that positive affect significantly influences specific acts of citizenship behavior. Similarly, Rastogi and Garg (2011) proved that positive work environment has a central role in promoting citizenship behavior of workers. A close examination of research outcomes provides an insight into the relationships between the specific dimensions of both the study variables. It was found that the magnitude of the relationship between PWBW dimensions and OCBO is higher than the magnitude of the relationship between PWBW dimensions and OCBI, indicating the importance of psychological well-being in citizenship behavior towards the organization. A minimum value of correlation co-efficient in the relationship between PWBW and OCBI indicates that an increase in psychological well-being does not lead to an appreciable increase in engagement in citizenship behaviors directed towards individuals in the organization. At the same time, a decreased engagement in citizenship behavior is characterized by a minimum rating in psychological well-being at work. This result is consistent with the findings of Lee and Allen (2002) with respect to the relationships of positive affect, negative affect and job cognitions with OCBI and OCBO. Among the dimensions of PWBW, thriving at work and feeling of competency at work were more significantly related to citizenship behavior of employees. Interpersonal fit at work and Thriving at work as the dimensions of PWBW are influencing engagement in citizenship behavior more than any other combinations of dimensions as it explains 40 per cent of variance in OCB. More than anything else, perception of being appreciated within the organization makes employees motivated to engage in specific extra-role behavior for the organization. While comparing the dimensions of PWBW as the predictors of citizenship behavior, it is clear that perception of experiencing positive communication with oneself within the work context doesn't make any significant impact on citizenship

behavior. In other words, workers value interpersonal relationship much more than anything else and they do not want to mix both well-being aspects and citizenship behavior in the first stage. From one end to the other, the results of the study do support the proposition that happy individuals are cooperative and collaborative (Carnevale, 2008).

### **Implications for Hospital Management and Policy-makers**

It may be observed that the current study empirically supports the relationship between PWB at work and OCB. The role of psychological well-being and citizenship behavior is principal in the present day of uncertainties, particularly in the medical field. The findings of the present study suggest that nurses tend to engage in citizenship behaviors when they are psychologically strengthened at the work situation. Nurses have been playing a crucial role in the treatment of patients. Healthcare workers, who are ready to work beyond their duties mentioned in the job description, have become the need of the day when the healthcare system is facing labor shortage, skilled staff shortage and so on. A noticeable dissimilarity in Nurse: Patient ratio is also creating problems in the patient care delivery system. Shortage of staff in the health care setting often results in long duration of work hours. Even though most of the nurses are working on an 8-hour shift, it needs additional time and efforts to transfer the work-shift from one nurse to another. It is extremely difficult for any health worker to work with an exhausted state of mind and body. As nurses come in more frequent contact with patients as compared to doctors, they are more prone to infectious diseases.

The present research paper has lot of implications in the current situation of the world where uncertainties are certain. We have already gone through an extremely dangerous pandemic and still many countries are not relieved completely out of Covid-19. Economies have started thriving after the pandemic effect and people are coming out of financial and psychological impact of Covid-19. Still, the world is under the threat of new variants of Covid-19. Hence, there is a need to strengthen medical infrastructure and a need to ensure the availability of healthcare professionals. As the strength of healthcare workforce is limited, the government needs to strengthen the available healthcare professionals, so that optimum output can be achieved. Similarly, as the strength of healthcare professionals is limited, the organizations/hospitals need to focus on extra-role performance of their employees. In-role perform-

ance alone cannot be enough to treat a large number of patients at a time whereas in-role performance along with extra-role performance can do the magic. The current study suggests that psychological well-being of nurses is a significant predictor of organizational citizenship behavior. Hospital management can use psychological well-being of nurses as a tool to boost engagement in citizenship behavior. Furthermore, the study extends the knowledge regarding the relationship between the dimensions of both the study variables. It establishes that all the facets of psychological well-being are related with both the dimensions of citizenship behavior. Perceived recognition at work as a facet of psychological well-being, is found to be highly correlated with OCBO. A source of motivation and a sense of accomplishment make nurses to feel them as members of the organization that in turn make them feel citizenship behavior as a reasonable contribution to the organization. Hence, it is essential to strengthen the psychological health of the healthcare workers along with their physical well-being, and proper policies must be framed and enforced to strengthen the same. WHO has highlighted the need for prioritizing the mental health of healthcare workers and suggested actions to support the mental health and well-being of healthcare workforce ("Webinar-report," 2021). In the words of WHO Director-General, "no country, hospital or clinic can keep its patients safe unless it keeps its health workers safe".

### **Scope for Future Research**

The findings of the present study have to be interpreted in the light of certain limitations which, in fact, widen the scope for future research. These research findings have been obtained with respect to nurses working at private hospitals in the State of Kerala. Therefore, future studies in this area can be undertaken in a wider perspective covering more of geographical areas and more of organizations. In addition, future studies can be undertaken with a larger sample size of respondents across organizations and industries with a view to obtaining more of generalizable research findings. It may be further stated that the results of the present study have been broadly consistent with the theoretical model. However, it is noteworthy that all of our research measures were obtained via self-report, which may create the possibility of Common Method Bias (CMB). Instead of self-reported OCB, supervisor-rated or peer-rated OCB can be adopted in order to avoid this possible bias in research studies.

### **Declaration of Conflicting Interests**

The authors declared no potential conflicts of interest with respect to the research, authorship and/or publication of this research article.

### Funding

The authors received no financial support for the research, authorship and/or publication of this research article.

### References

- [1]. Bartels, A. L., Peterson, S. J., & Reina, C. S. (2019). Understanding well-being at work: Development and validation of the Eudaimonic Workplace Well-being Scale. *PLoS ONE*, 14(4), Article e 0215957. <https://doi.org/10.1371/journal.pone.0215957>
- [2]. Boehm, J. K., & Lyubomirsky, S. (2008). Does happiness promote career success? *Journal of Career Assessment*, 16 (1),101–116. <https://doi.org/10.1177/1069072707308140>
- [3]. Carnevale, P. J. (2008). Positive affect and decision frame in negotiation. *Group Decision and Negotiation*, 17 (1), 51–63. <https://doi.org/10.1007/s10726-007-9090-x>
- [4]. Castro, C.B., Armario, E.M., & Ruiz, D.M. (2004). The influence of employee organizational citizenship behavior on customer loyalty. *International Journal of Service Industry Management*, 15 (1), 27–53. <https://doi.org/10.1108/09564230410523321>
- [5]. Chew, N. W. S., Ngiam, J. N., Tan, B. Y.-Q., Tham, S.-M., Tan, C. Y.-S., Jing, M., Sagayanathan, M., Chen, J. T., Wong, L. Y. H., Ahmad, A., Khan, F. A., Marmin, M., Hassan, F. B., Sharon, T. M.-L., Lim, C. H., Mohaini, M. I. B., Danuaji, R., Nguyen, T. H., Tsivgoulis, G., ... Sharma, V. K. (2020). Asian Pacific perspective on the psychological well-being of healthcare workers during the evolution of the COVID-19 pandemic. *BJPsych Open*, 6(6) . <https://doi.org/10.1192/bjo.2020.98>
- [6]. Dagenais-Desmarais, V., and Savoie, A. (2012). What is psychological well-being, really? A grassroots approach from the organizational sciences. *Journal of Happiness Studies: An Interdisciplinary Forum on Subjective Well-Being*, 13(4) 659–684. <https://doi.org/10.1007/s10902-011-9285-3>
- [7]. Diener, E. (1984). Subjective well-being. *Psychological Bulletin*, 95(3), 542–575. <https://doi.org/10.1037/0033-2909.95.3.542>
- [8]. Diener, E., Oishi, S., and Lucas, R. E. (2003). Personality, culture, and subjective well-being: Emotional and cognitive evaluations of life. *Annual Review of Psychology*, 54, 403–425. <https://doi.org/10.1146/annurev.psych.54.101601.145056>
- [9]. Diener, E., Suh, E. M., Lucas, R. E., and Smith, H. L. (1999). Subjective well-being: Three decades of progress. *Psychological Bulletin*, 125(2), 276–302. <https://doi.org/10.1037/0033-2909.125.2.276>
- [10]. English, A. D. (2001). When personality traits need a frame of reference: enhancing the predictive validity of non-cognitive measures. *Dissertation Abstracts International*, 64(11), 5829. <https://repository.lib.fit.edu/handle/11141/2455>.
- [11]. Gilbert, M.-H., Dagenais-Desmarais, V., and Savoie, A. (2011). Validation d’une mesure de santé psychologique au travail [Validation of a psychological health measure]. *European Review of Applied Psychology / Revue Européenne de Psychologie Appliquée*, 61(4), 195–203. <https://doi.org/10.1016/j.erap.2011.09.001>
- [12]. Gore, J. S., Davis, T., Spaeth, G., Bauer, A., Loveland, J. M., and Palmer, J. K. (2014). Subjective well-being predictors of academic citizenship behavior. *Psychological Studies*, 59(3), 299–308. <https://doi.org/10.1007/s12646-014-0235-0>
- [13]. Grawitch, M. J., Gottschalk, M., & Munz, D. C. (2006). The path to a healthy workplace: a critical review linking healthy workplace practices, employee well-being, and organizational improvements. *Consulting Psychology Journal: Practice and Research*, 58(3), 129–147. <https://doi.org/10.1037/1065-9293.58.3.129>
- [14]. Hunthausen, J. M., Truxillo, D. M., Bauer, T. N., and Hammer, L. B. (2003). A field study of frame-of reference effects on personality test validity. *Journal of Applied Psychology*, 88(3), 545–551. <https://doi.org/10.1037/0021-9010.88.3.545>
- [15]. Kang, J., Ji, Y., Baek, W. and Byon, K., (2020). Structural relationship among physical self- efficacy, psychological well-being, and organizational citizenship behavior among hotel employees: Moderating effects of leisure-time physical activity. *International Journal of Environmental Research and Public Health*, 17(23), 1-14. <https://doi.org/10.3390/ijerph17238856>



- [16]. Kim, K. A. & Byon, K. K. (2018). Examining relationships among consumer participative behavior, employee role ambiguity, and employee citizenship behavior: The moderating role of employee self-efficacy. *European Sport Management Quarterly*, 2018, 1–19. <https://doi.org/10.1080/16184742.2018.1451906>
- [17]. Kim, Y. & Jang, S., (2018). Nurses' organizational communication satisfaction, emotional labor, and prosocial service behavior: A cross-sectional study. *Nursing & Health Sciences*, 2018, 1-8. <https://doi.org/10.1111/nhs.12586>
- [18]. Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87(1), 131–142. <https://doi.org/10.1037/0021-9010.87.1.131>
- [19]. MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993). The impact of organizational citizenship behavior on evaluations of salesperson performance. *Journal of Marketing*, 57(1), 70–80. <https://doi.org/10.2307/1252058>
- [20]. Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527–556. <https://doi.org/10.2307/256591>
- [21]. Organ, D.W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*, Lexington Books.
- [22]. Peiró, J., Kozusznik, M., Rodríguez-Molina, I. and Tordera, N., (2019). The happy-productive worker model and beyond: patterns of wellbeing and performance at work. *International Journal of Environmental Research and Public Health*, 16(3) 1-20. <https://doi.org/10.3390/ijerph16030479>
- [23]. Rastogi, R. & Garg, P. (2011). Organizational citizenship behavior: Towards psychological well-being of employees. *International Journal of Arts and Sciences*, 4(22), 13-30.
- [24]. Robertson, I. T., & Cooper, C. L. (2010). Full engagement: The integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*, 31(4), 324–336. <https://doi.org/10.1108/01437731011043348>
- [25]. Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57(6), 1069–1081. <https://doi.org/10.1037/0022-3514.57.6.1069>
- [26]. Sivapragasam, P., & Raya, R. P. (2017). HRM and employee engagement link: Mediating role of employee well-being. *Global Business Review*, 19(1), 1-15. <https://doi.org/10.1177/0972150917713369>
- [27]. Soane, E., Shantz, A., Alfes, K., Truss, C., Rees, C., & Gatenby, M. (2013). The association of meaningfulness, well-being, and engagement with absenteeism: A moderated mediation model. *Human Resource Management*, 52(3), 441–456. <https://doi.org/10.1002/hrm.21534>
- [28]. Webinar report: Supporting the mental health and well-being of the health and care workforce. (2021). In WHO website. <https://apps.who.int/iris/bitstream/handle/10665/340220/WHO-EURO2021-2150-41905-57496-eng.pdf>
- [29]. Williams, S., & Shiaw, W. (1999). Mood and organizational citizenship behavior: The effects of positive affect on employee organizational citizenship behavior intentions. *The Journal of Psychology*, 133(6), 656-668. <https://doi.org/10.1080/00223989909599771>
- [30]. Winefield, H., Gill, T., Taylor, A., & Pilkington, R. (2012). Psychological well-being and psychological distress: Is it necessary to measure both? *Psychology of Well-Being*, 2(1), 1-14. <https://doi.org/10.1186/2211-1522-2-3>
- [31]. Yildiz, H. (2019). The interactive effect of positive psychological capital and organizational trust on organizational citizenship behavior. *SAGE Open*, 9(3), 2158 24401986266. <https://doi.org/10.1177/2158244019862661>