## Association among organizational citizenship behaviour and Psychological well-being: Mediating effet of Emotioal Intelligence: An empirical study concerning Information Technology employees

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### ABSTRACT

This paper presents the structural equation modeling results on the Association among organizational citizenship behaviour and Psychological well-being: Mediating effet of Emotioal Intelligence: An empirical study concerning Information Technology employees in and around Hyderabad, an Indian Metr. The influence of the three construct of Organizational Citizenship Behaviour and with three sub-scales – consciousness, civic virtue, and altruism; the construct Emotional Intelligence with three sub-scales – self-awareness, empathy and managing emotions; on the psychological well-being construct with four sub-scales of psychological well-being – autonomy, environmental mastery, personal growth and self-acceptance were measured. The reliability of the the survey instrument, the questionnaire was estimated measuring the Cronbach's alpha regliability statistic which ranged from 0.795 to 0.910 indicating reliability and internal consistency. The model fit indicates indicate good-fir of the model. The structural equation model results reveal that organizational citizenship behaviour and emotional intelligence has statistically significant ($p<0.001$) influence on psychological well-being of information technology enabled employees. Further, emotional intelligence has a mediating effect among organizational citizenship behaviour and psychological well-being of the information technology employees. The appropriate emotional intelligence and organizational citizenship behaviour enhances the employee performance. The results presented in the manuscript.

**Keywords:** *Organizational citizenship behaviour, Emotional Intelligence, Psychological well-being, Cronbach's alpha, Model-fit indices*

### INTRODUCTION

The Organizational Citizenship Behavior (OCB) refers to discretionary behavior that is not formally required by an organization's job descriptions but contributes to the organization's overall effectiveness. OCB can take many forms, including helping colleagues with tasks, providing feedback and constructive criticism, taking on extra work when necessary, participating in organizational activities and events, being courteous and respectful towards others in the workplace, and being proactive in identifying opportunities to improve the organization's standing in the community. OCB involves behaviors beyond an individual's formal

job duties and positively contributes to the organization's culture, climate, and performance.

Psychological well-being refers to an individual's overall sense of subjective well-being and satisfaction with life, including emotional, cognitive, and social functioning. It is a multidimensional construct encompassing various aspects of an individual's life, such as their sense of purpose, self-esteem, positive affect, personal growth, autonomy, positive relationships, and environmental mastery.

Organizations today are under constant pressure to perform, innovate and adapt to the ever-changing business environment. To achieve these said objectives, they require motivated, engaged and committed employees to their work. In this regard, organizational citizenship behaviour (OCB) has emerged as an important construct in organizational psychology. OCB refers to the voluntary actions that employee's take that are not part of their formal job requirements but are beneficial for the organization's overall functioning. These behaviours include helping colleagues, showing concern for others, providing support, suggesting improvements, participating in decision-making processes, and being loyal to the organization. Research has shown that OCBs can enhance organizational performance, job satisfaction, and employee well-being (Organ, 1988; Podsakoff et al., 2000).

Psychological well-being (PWB) is another essential construct that has gained significant attention in psychology research. It refers to an individual's subjective evaluation of their overall mental health and life satisfaction. PWB encompasses several dimensions, including positive affect, personal growth, purpose in life, environmental mastery, autonomy, and self-acceptance (Ryff & Keyes, 1995). Research has shown that employees who experience high levels of PWB are more satisfied with their work, perform better, and are more committed to their organizations (Diener et al., 2010; Bakker & Demerouti, 2007).

Given the importance of OCB and PWB, exploring the relationship between these two constructs is essential. While some studies have investigated the relationship between OCB and PWB, the findings have been mixed. Some studies have reported a positive relationship between OCB and PWB (Afsar et al., 2016), while others have reported a weak or non-significant relationship (Massoudi et al, 2020; Shin et al., 2017). Furthermore, there is a lack of research on the relationship between OCB and PWB among employees in the IT sector, which is known for its high-pressure work environment and long working hours. Therefore, the present study aims to investigate the relationship between OCB and PWB among IT-sector employees around Hyderabad Metro, India.

*Theories of Organizational Citizenship Behavior*

- Social exchange theory: This theory suggests that OCB is a form of exchange between the individual and the organization. According to this theory, employees engage in OCB in order to receive something in return, such as recognition, rewards, or other forms of support from the organization.
- Social learning theory: This theory proposes that OCB is learned through observation and reinforcement. Employees may observe others engaging in OCB and learn to do it themselves, and they may be more likely to engage in OCB if they are reinforced for doing so.
- Self-determination theory: This theory suggests that OCB is the desire for competence, relatedness, and autonomy. When employees feel competent in their work, connected to others, and able to control their own work, they may be more likely to engage in OCB.
- Social identity theory: This theory proposes that OCB is motivated by a desire to identify with and be a part of a group. Employees may engage in OCB in order to fit in with their co-workers and feel a sense of belonging and identification with the organization.
- Affective events theory: This theory suggests that emotions and feelings influence OCB. Employees could be more inclined to participate in OCB when they are experiencing positive emotions such as happiness, and less likely to do so when they

are experiencing negative emotions such as anger or frustration.

## *Theories of Psychological Well-being*

- Maslow's hierarchy of needs: This idea contends that the satisfaction of fundamental necessities like food, housing, and safety impacts psychological well-being as well as higher-level needs such as self-esteem, self-actualization, and self-transcendence. According to this theory, people are more likely to experience psychological well-being when these needs are met.

- Seligman's positive psychology: This theory proposes that positive emotions, positive relationships, and positive meaning and purpose in life influence psychological well-being. According to this theory, when people experience positive emotions, have positive relationships, and find meaning and purpose in their lives, they are more likely to experience psychological well-being.

- Self-determination theory: This theory suggests that the need for competence, relatedness, and autonomy influences psychological well-being. When people feel competent in their lives, connected to others, and able to control their own lives, they are more likely to experience psychological well-being.

- Cognitive-behavioral theory: This theory proposes that cognitive and behavioral factors influence psychological well-being. According to this theory, people's thoughts and behaviors can impact their emotional and mental health. When they engage in healthy thinking and behavior patterns, they are more likely to experience psychological well-being.

## LITERATURE REVIEW

Moorman et al., (1998) examined the mediating role of perceived organizational support in the context of procedural justice that influences organizational citizenship behaviour. The study concluded that procedural justice influences perceived organizational citizenship behavior in the context of perceived organizational support.

The perceived organizational support motivates the employees to reciprocate with OCB with procedural justice as an antecedent to perceived organizational support, mediating OCB. In another study, the authors carried out a cross-sectional study on the supportive work environment to enhance psychological well-being and promote OCB among the employees, and reported positive psychological well-being in the employee (Singh & Singh, 2019).

In another study by Diman and Jain (2019), investigated the impact of psychological capital (PsyCap) on job satisfaction and OCB among IT employees in India. The results indicate a positive association among OCB and job satisfaction. The authors recommended enhancing psychological capital to enhance job satisfaction. The determinants of organizational citizenship behaviour were studied among Indian IT sector employees to identify the factors that contribute to OCB and their impact on the organizational effectiveness. Job satisfaction, organizational commitment and leadership behaviour were positively associated with OCB.

Dhawan and Singh (2019) explored the association between OCB and psychological well-being among IT professionals in India and reported that OCB was positively associated twith the psychological well-being. The antecedents and outcomes of OCB among IT professionals have significant positive impact on job performance and negative impact on turnover intentions. IT professionals who engage OCB are more likely to perform better and less likely to leave the organization (Massoudi et al. 2020).

The association between job characteristics and organizational citizenship behaviour was studied by Aggarwal and Bhatnagar (2017). The authors examined five job characteristics task identify, task significance, autonomy, feedback and skill variety and their impact on OCB. The mediating effect of psychological empowerment in the context of job characteristics and OCB were investigated. The authors reported a positive association between job characteristics and OCB among IT employees

The study conducted by Werneburg et al, (2018) aimed to investigate the impact of work

environment on the psychological well-being of healthcare professionals. . The study revealed that high job demands, low job control, and low social support were significant predictors of poor psychological well-being among healthcare professionals. The study's key findings suggest that organizations need to create a work environment that supports the psychological well-being of healthcare professionals. To achieve this, organizations need to provide opportunities for employees to have more control over their work and ensure that they have access to social support. The study recommends that organizations should conduct regular assessments of their work environments to identify areas that need improvement to support the psychological well-being of IT professionals.

### Research Problem

The IT sector is one of the fastest-growing industries in India, with Hyderabad being one of the major IT hubs in the country. The sector is characterized by high levels of competition, pressure to perform, and long working hours. These factors can have a negative impact on employees' well-being, which, in turn, can affect their job satisfaction, performance, and commitment to the organization. Therefore, it is essential to explore the factors that can enhance employees' well-being in the IT sector. OCB has been identified as a potential factor that can promote employee well-being. However, there is limited research on the relationship between OCB and PWB among IT-sector employees around Hyderabad Metro, India. Therefore, the research problem for this study is to investigate the relationship between OCB and PWB among IT-sector employees around Hyderabad Metro, India.

### Need for this study and research gaps

* Lack of focus on specific industries: While some research has been conducted on psychological well-being at the workplace in India, most of it has been conducted in a general manner, rather than focusing on specific industries. This limits our understanding of the unique challenges and opportunities for well-being that exist in different sectors. The majority of research on psychological well-being at the workplace in India has focused on general employees, rather than specific groups, such as women, individuals from lower socioeconomic status, or those from underrepresented populations.

* Inadequate attention to regional differences: India is a culturally and linguistically diverse country, and it is likely that the experience of well-being at the workplace varies across regions. However, most research on this topic in India has not taken regional differences into account.

* Underemphasis on the role of traditional cultural values: Indian culture is shaped by a rich tradition of values and beliefs, and it is likely that these values play a role in shaping employee well-being at the workplace. However, this aspect has received limited attention in the research on psychological well-being at the workplace in India.

* Limited use of innovative methodologies: Most research on psychological well-being at the workplace in India has relied on traditional methodologies, such as surveys and interviews. The use of innovative methodologies, such as experience sampling and physiological measures would provide a more nuanced understanding of well-being in the Indian context.

Addressing these research gaps will help to expand our understanding of psychological well-being at the workplace in India and inform evidence-based interventions aimed at promoting positive outcomes for employees in this context.

Despite being an important aspect of organizational behavior, there still exist some gaps in the study of OCB in the Indian IT sector context. Some of the research gaps are:

* Limited empirical evidence: Although there have been some studies conducted on OCB in the Indian context, the number of studies is limited compared to other countries. Moreover, most of the studies have focused on the manufacturing sector, leaving the IT sector under-researched.

- Lack of cross-cultural comparisons: There is a need for cross-cultural comparisons of OCB in the Indian IT sector to better understand the differences and similarities with other countries.
- Inadequate attention to demographic variables: There is a limited attention to demographic variables such as age, gender, education, and experience in the study of OCB in the Indian IT sector.
- Lack of focus on the role of organizational culture: Although organizational culture is an important determinant of OCB, there is a limited focus on this aspect in the Indian IT sector context.
- Inadequate attention to the impact of technology: The impact of technology on OCB in the Indian IT sector has received limited attention in the existing research

### Objectives

- To analyze the association between organizational citizenship behavior and Psychological Well-being among IT employees.

- To measure the effect of six dimensions of Psychological Well-Being and five dimensions of Organizational Citizenship Behavior on employee psychological well-being of IT employees

### Hypothesis

Ho: There is no association between the components of the organizational citizenship behaviour and psychological well-being components of the information technology employees

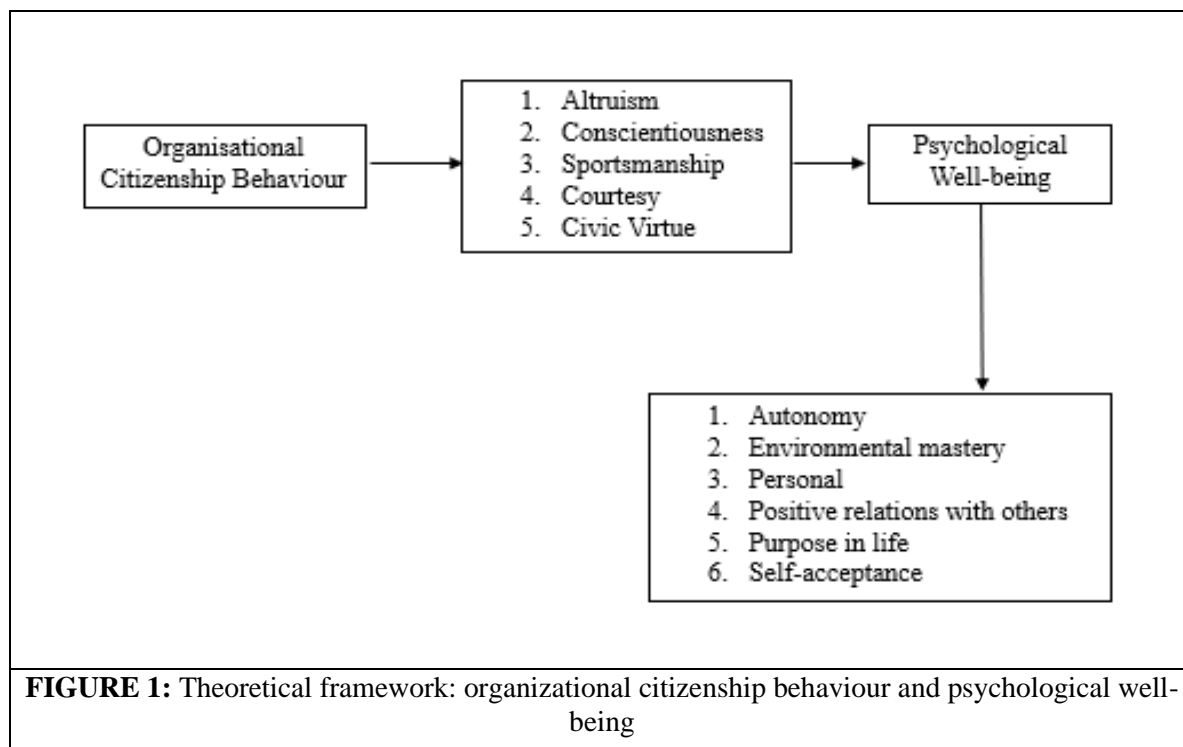H1: There is an association and statistically significant association among the organizational citizenship behaviour and psychological well-being components of information technology employees

### Theoretical framework

The theoretical framework was developed based on the model of Muzamil Kumar and Ahmad Shah(2015).



**FIGURE 1:** Theoretical framework: organizational citizenship behaviour and psychological well-being

## METHODOLOGY

A descriptive research design approach was used with interpretivism philosophy. A survey research strategy was applied for collecting data from the information technology sector employees around Hyderabad Metro. The data was collected using structured questionnaire circulated online. The variables studied were organizational citizenship behaviour with five items – Conscientiousness, sportsmanship, courtesy, altruism and civic virtue where and psychological well-being six items – autonomy, environmental mastery, personal growth, positive relations with others, the purpose of life, and self-acceptance.

Determination of sample size: The population of the Information Technology sector employees is unknown, therefore to estimate the sample size Cochran (1977) method was used. The required sample size as per Cochran, 1977 method is 384, while this study considered 404 valid responses for data analysis.

Data Collection: A five-point Likert-type scale the values ranging from Strongly agree 5 to strongly disagree 1 were used to measure the organizational citizenship behaviour and a seven-point (Carol Ryff, 1995) scale was used to measure the psychological well-being of Information Technology Employees. For ease of calculation the seven-point psychological well-being scale responses were transferred to a five-point Likert-type scale using linear transformation methods (IBM SPSS 28; Prasad et al., 2020).

Reliability and internal consistency of the survey instrument: The reliability and internal consistency of research instrument was assessed measuring reliability statistic Cronbach's alpha; the values raged from 0.65 to 0.94 as indicated in Table-2 and Spearman-Brown Prophecy for which the values ranged from 0.63 to 0.94 indicating strong internal consistency and reliability of the instrument.

*Data Analysis*

**TABLE 1:** Demography of the sample

| Between-Subjects Factors | | | |
|---|---|---|---|
| | | Value Label | N |
| Gender | 1 | Male | 182 |
| | 2 | Female | 222 |
| Age | 1 | 20-30 | 141 |
| | 2 | 31-40 | 134 |
| | 3 | 41 Plus | 129 |

**TABLE 2:** Reliability Statistics

| Sl No | Item | Cronbach's alpha | Spearman-Brown Prophecy |
|---|---|---|---|
| | Organizational citizenship behavior Overall | 0.94 | 0.94 |
| | Courtesy | 0.81 | 0.80 |
| | Sportsmanship | 0.72 | 0.72 |
| | Civic virtue | 0.74 | 0.74 |
| | Conscientiousness | 0.76 | 0.77 |
| | Altruism | 0.76 | 0.81 |
| | Psychological well-being overall | 0.93 | 0.94 |
| | Self-acceptance | 0.67 | 0.68 |
| | Purpose of life | 0.66 | 0.67 |
| | Environmental Mastery | 0.68 | 0.65 |
| | Personal growth | 0.70 | 0.68 |
| | Positive relations with others | 0.67 | 0.65 |
| | Autonomy | 0.66 | 0.63 |

Source: Primary data

The Box's test values of p (0.399) > α (.001) in Table-3 indicate that there are no statistically significant differences among the covariance matrices, further the results indicates the assumption is not violated and Wilk's Lambda is appropriate to report the results.

**TABLE 3:** Box's Test of Equality of Covariance Matrices[a]

| | |
|---|---|
| Box's M | 112.347 |
| F | 1.029 |
| df1 | 105 |
| df2 | 236540.098 |
| Sig. | .399 |
| Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups. | |
| a. Design: Intercept + Conscientiousness + Sportsmanship + Civic Virtue + Courtesy + Altruism + Gender + Age + Gender * Age | |

The following GLM results present the overall impact of independent variables of organizational citizenship behaviour on overall psychological well-being. The results of Wilk's Lambda test at the alpha level of 0.05, it can be observed that this test is significant; for Conscientiousness Wilk's Λ = 0.733, F(6, 388) =23.591, p<0.01; η2 = 0.267; for Sportsmanship Wilk's Λ = 0.962, F(6, 388) =2.582, p<0.05, η2 =0.038; Civic Virtue Wilk's Λ = 0.927, F(6, 388) =5.078, p<0.001, η2 =0.073; Courtesy Wilk's Λ = 0.925, F(6, 388) =5.272, p<0.001, η2 =0.075; Altruism Wilk's Λ = 0.858, F(6, 388) =10.732, p<0.001, η2 =0.142; Gender Wilk's Λ = 0.975, F(6, 388) =6.000, p<0.05, η2 =0.052 indicating significant differences among the all the five organizational citizenship variables on a linear combination of the six dependent variables. The multivariate η2 value indicates multivariate variance of conscientiousness (27%), sportsmanship (4%), Civic virtue (7%), courtesy (7.5%) and Altruism (14%) the dependent variables is associated with the group factors. Age is not a good predictor of psychological well-being in overall model.

**TABLE 4:** Multivariate Tests[a] Organizational citizenship behaviour and psychological well-being

| Effect | | Value | F | Hypothesis df | Error df | Sig. | Partial Eta Squared |
|---|---|---|---|---|---|---|---|
| Intercept | Pillai's Trace | .038 | 2.589[b] | 6.000 | 388.000 | .018 | .038 |
| | Wilks' Lambda | .962 | 2.589[b] | 6.000 | 388.000 | .018 | .038 |
| | Hotelling's Trace | .040 | 2.589[b] | 6.000 | 388.000 | .018 | .038 |
| | Roy's Largest Root | .040 | 2.589[b] | 6.000 | 388.000 | .018 | .038 |
| Conscientiousness | Pillai's Trace | .267 | 23.591[b] | 6.000 | 388.000 | <.001 | .267 |
| | Wilks' Lambda | .733 | 23.591[b] | 6.000 | 388.000 | <.001 | .267 |
| | Hotelling's Trace | .365 | 23.591[b] | 6.000 | 388.000 | <.001 | .267 |
| | Roy's Largest Root | .365 | 23.591[b] | 6.000 | 388.000 | <.001 | .267 |
| Sportsmanship | Pillai's Trace | .038 | 2.582[b] | 6.000 | 388.000 | .018 | .038 |
| | Wilks' Lambda | .962 | 2.582[b] | 6.000 | 388.000 | .018 | .038 |
| | Hotelling's Trace | .040 | 2.582[b] | 6.000 | 388.000 | .018 | .038 |
| | Roy's Largest Root | .040 | 2.582[b] | 6.000 | 388.000 | .018 | .038 |
| Civic Virtue | Pillai's Trace | .073 | 5.078[b] | 6.000 | 388.000 | <.001 | .073 |
| | Wilks' Lambda | .927 | 5.078[b] | 6.000 | 388.000 | <.001 | .073 |
| | Hotelling's Trace | .079 | 5.078[b] | 6.000 | 388.000 | <.001 | .073 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Roy's Largest Root | .079 | 5.078[b] | 6.000 | 388.000 | <.001 | .073 |
| Courtesy | Pillai's Trace | .075 | 5.272[b] | 6.000 | 388.000 | <.001 | .075 |
| | Wilks' Lambda | .925 | 5.272[b] | 6.000 | 388.000 | <.001 | .075 |
| | Hotelling's Trace | .082 | 5.272[b] | 6.000 | 388.000 | <.001 | .075 |
| | Roy's Largest Root | .082 | 5.272[b] | 6.000 | 388.000 | <.001 | .075 |
| Altruism | Pillai's Trace | .142 | 10.732[b] | 6.000 | 388.000 | <.001 | .142 |
| | Wilks' Lambda | .858 | 10.732[b] | 6.000 | 388.000 | <.001 | .142 |
| | Hotelling's Trace | .166 | 10.732[b] | 6.000 | 388.000 | <.001 | .142 |
| | Roy's Largest Root | .166 | 10.732[b] | 6.000 | 388.000 | <.001 | .142 |
| Gender | Pillai's Trace | .052 | 3.581[b] | 6.000 | 388.000 | .002 | .052 |
| | Wilks' Lambda | .948 | 3.581[b] | 6.000 | 388.000 | .002 | .052 |
| | Hotelling's Trace | .055 | 3.581[b] | 6.000 | 388.000 | .002 | .052 |
| | Roy's Largest Root | .055 | 3.581[b] | 6.000 | 388.000 | .002 | .052 |
| Age | Pillai's Trace | .025 | .833 | 12.000 | 778.000 | .616 | .013 |
| | Wilks' Lambda | .975 | .835[b] | 12.000 | 776.000 | .615 | .013 |
| | Hotelling's Trace | .026 | .836 | 12.000 | 774.000 | .613 | .013 |
| | Roy's Largest Root | .023 | 1.507[c] | 6.000 | 389.000 | .175 | .023 |
| Gender * Age | Pillai's Trace | .045 | 1.508 | 12.000 | 778.000 | .116 | .023 |
| | Wilks' Lambda | .955 | 1.508[b] | 12.000 | 776.000 | .116 | .023 |
| | Hotelling's Trace | .047 | 1.507 | 12.000 | 774.000 | .116 | .023 |
| | Roy's Largest Root | .034 | 2.190[c] | 6.000 | 389.000 | .043 | .033 |

a. Design: Intercept + Conscientiousness + Sportsmanship + CivicVirtue + Courtesy + Altruism + Gender + Age + Gender * Age

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

To test the assumption of MANCOVA that the variances of each dependent variable are equal across the groups, Levene's Test of Equality of Error Variances was carried out. The results in Table 5 for all the dependent variables self-acceptance, environment mastery, purpose of life, personal growth, positive relations with others and autonomy (p>0.05) indicate that that the error variance of the dependent variable is equal across the groups. As the MANOVA was significant for all the independent variables a distinct analysis of variance for each independent variable with each dependent variable was carried out.

**TABLE 5:** Levene's Test of Equality of Error Variances[a]

| | F | df1 | df2 | Sig. |
|---|---|---|---|---|
| Self-Acceptance | 2.469 | 5 | 398 | .062 |
| Environment Mastery | 1.179 | 5 | 398 | .319 |
| Purpose of Life | 1.711 | 5 | 398 | .131 |
| Personal Growth | .752 | 5 | 398 | .585 |
| Positive Relations with others | 1.362 | 5 | 398 | .238 |
| Autonomy | .447 | 5 | 398 | .815 |

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + Conscientiousness + Sportsmanship + Civic Virtue + Courtesy + Altruism + Gender + Age + Gender * Age

The results of test of between-subjects effects are presented in the Table 6, and the results are summarized in Table 7. The Conscientiousness is significant (p<0.001) and the multivariate partial

eta squared (η2) values indicates multivariate variance of conscientiousness for psychological well-being variables self-acceptance (6%), environmental mastery (10%), purpose of life (8%), personal growth (10%), personal relations (8%) and autonomy (1%) and so on, the dependent variables is associated with the group factors. Gender and Age are the weak predictors of psychological well-being when distinct ANOVA results are considered. The test between-subjects effects results are summarized in Table 7.

Based on the General Linear Model multivariate analysis results we reject the null hypothesis and accept the alternate hypothesis There is an association and a statistically significant association among the organizational citizenship behaviour and psychological well-being components of information technology employees

**TABLE 6:** General Linear Model Tests of Between-Subjects Effects

| Source | Dependent Variable | Type III Sum of Squares | df | Mean Square | F | Sig. | Partial Eta Squared |
|---|---|---|---|---|---|---|---|
| Corrected Model | Self-Acceptance | 222.381[a] | 10 | 22.238 | 75.421 | <.001 | .657 |
| | Environmental Mastery | 208.141[b] | 10 | 20.814 | 64.583 | <.001 | .622 |
| | Purpose of Life | 225.729[c] | 10 | 22.573 | 87.822 | <.001 | .691 |
| | Personal Growth | 220.860[d] | 10 | 22.086 | 70.087 | <.001 | .641 |
| | Positive Relations with others | 115.644[e] | 10 | 11.564 | 68.400 | <.001 | .635 |
| | Autonomy | 210.296[f] | 10 | 21.030 | 73.143 | <.001 | .650 |
| Intercept | Self-Acceptance | .818 | 1 | .818 | 2.773 | .097 | .007 |
| | Environmental Mastery | 2.009 | 1 | 2.009 | 6.232 | .013 | .016 |
| | Purpose of Life | .811 | 1 | .811 | 3.154 | .077 | .008 |
| | Personal Growth | .536 | 1 | .536 | 1.701 | .193 | .004 |
| | Positive Relations with others | .922 | 1 | .922 | 5.455 | .020 | .014 |
| | Autonomy | .874 | 1 | .874 | 3.038 | .082 | .008 |
| Conscientiousness | Self-Acceptance | 7.648 | 1 | 7.648 | 25.937 | <.001 | .062 |
| | Environmental Mastery | 14.299 | 1 | 14.299 | 44.366 | <.001 | .101 |
| | Purpose of Life | 9.073 | 1 | 9.073 | 35.298 | <.001 | .082 |
| | Personal Growth | 13.754 | 1 | 13.754 | 43.645 | <.001 | .100 |
| | Positive Relations with others | 5.602 | 1 | 5.602 | 33.132 | <.001 | .078 |
| | Autonomy | 9.307 | 1 | 9.307 | 32.371 | <.001 | .076 |
| Sportsmanship | Self-Acceptance | .134 | 1 | .134 | .453 | .501 | .001 |
| | Environmental Mastery | .994 | 1 | .994 | 3.084 | .080 | .008 |
| | Purpose of Life | .016 | 1 | .016 | .060 | .806 | .000 |
| | Personal Growth | 2.295 | 1 | 2.295 | 7.282 | .007 | .018 |
| | Positive Relations with others | 1.019 | 1 | 1.019 | 6.026 | .015 | .015 |
| | Autonomy | 1.181 | 1 | 1.181 | 4.109 | .043 | .010 |
| Civic Virtue | Self-Acceptance | 1.305 | 1 | 1.305 | 4.425 | .036 | .011 |
| | Environmental Mastery | 2.702 | 1 | 2.702 | 8.384 | .004 | .021 |
| | Purpose of Life | 3.646 | 1 | 3.646 | 14.184 | <.001 | .035 |
| | Personal Growth | .002 | 1 | .002 | .007 | .932 | .000 |
| | Positive Relations with others | .739 | 1 | .739 | 4.370 | .037 | .011 |
| | Autonomy | 1.275 | 1 | 1.275 | 4.433 | .036 | .011 |
| Courtesy | Self-Acceptance | 2.728 | 1 | 2.728 | 9.252 | .003 | .023 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Environmental Mastery | 1.950 | 1 | 1.950 | 6.051 | .014 | .015 |
| | Purpose of Life | 2.683 | 1 | 2.683 | 10.438 | .001 | .026 |
| | Personal Growth | 4.492 | 1 | 4.492 | 14.255 | <.001 | .035 |
| | Positive Relations with others | .167 | 1 | .167 | .989 | .321 | .003 |
| | Autonomy | 1.390 | 1 | 1.390 | 4.834 | .028 | .012 |
| Altruism | Self-Acceptance | 7.179 | 1 | 7.179 | 24.347 | <.001 | .058 |
| | Environmental Mastery | .411 | 1 | .411 | 1.276 | .259 | .003 |
| | Purpose of Life | 4.987 | 1 | 4.987 | 19.402 | <.001 | .047 |
| | Personal Growth | 1.989 | 1 | 1.989 | 6.313 | .012 | .016 |
| | Positive Relations with others | 2.732 | 1 | 2.732 | 16.161 | <.001 | .039 |
| | Autonomy | 4.499 | 1 | 4.499 | 15.650 | <.001 | .038 |
| Gender | Self-Acceptance | 2.366 | 1 | 2.366 | 8.023 | .005 | .020 |
| | Environmental Mastery | .009 | 1 | .009 | .027 | .870 | .000 |
| | Purpose of Life | .751 | 1 | .751 | 2.921 | .088 | .007 |
| | Personal Growth | .010 | 1 | .010 | .033 | .856 | .000 |
| | Positive Relations with others | .069 | 1 | .069 | .409 | .523 | .001 |
| | Autonomy | 3.075 | 1 | 3.075 | 10.694 | .001 | .026 |
| Age | Self-Acceptance | .101 | 2 | .050 | .171 | .843 | .001 |
| | Environmental Mastery | .227 | 2 | .114 | .353 | .703 | .002 |
| | Purpose of Life | .622 | 2 | .311 | 1.209 | .300 | .006 |
| | Personal Growth | .063 | 2 | .032 | .101 | .904 | .001 |
| | Positive Relations with others | .808 | 2 | .404 | 2.390 | .093 | .012 |
| | Autonomy | .574 | 2 | .287 | .998 | .370 | .005 |
| Gender *Age | Self-Acceptance | 1.260 | 2 | .630 | 2.136 | .119 | .011 |
| | Environmental Mastery | 1.212 | 2 | .606 | 1.880 | .154 | .009 |
| | Purpose of Life | 1.576 | 2 | .788 | 3.065 | .048 | .015 |
| | Personal Growth | .263 | 2 | .131 | .417 | .660 | .002 |
| | Positive Relations with others | .253 | 2 | .127 | .748 | .474 | .004 |
| | Autonomy | .291 | 2 | .145 | .506 | .604 | .003 |
| Error | Self-Acceptance | 115.877 | 393 | .295 | | | |
| | Environmental Mastery | 126.659 | 393 | .322 | | | |
| | Purpose of Life | 101.013 | 393 | .257 | | | |
| | Personal Growth | 123.843 | 393 | .315 | | | |
| | Positive Relations with others | 66.445 | 393 | .169 | | | |
| | Autonomy | 112.992 | 393 | .288 | | | |
| Total | Self-Acceptance | 4228.556 | 404 | | | | |
| | Environmental Mastery | 4329.222 | 404 | | | | |
| | Purpose of Life | 4256.444 | 404 | | | | |
| | Personal Growth | 4235.000 | 404 | | | | |
| | Positive Relations with others | 2416.000 | 404 | | | | |
| | Autonomy | 4180.556 | 404 | | | | |
| Corrected Total | Self-Acceptance | 338.258 | 403 | | | | |
| | Environmental Mastery | 334.800 | 403 | | | | |
| | Purpose of Life | 326.741 | 403 | | | | |
| | Personal Growth | 344.703 | 403 | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Positive Relations with others | 182.089 | 403 | | | | |
| | Autonomy | 323.288 | 403 | | | | |

a. R Squared = .657 (Adjusted R Squared = .649)

b. R Squared = .622 (Adjusted R Squared = .612)

c. R Squared = .691 (Adjusted R Squared = .683)

d. R Squared = .641 (Adjusted R Squared = .632)

e. R Squared = .635 (Adjusted R Squared = .626)

f. R Squared = .650 (Adjusted R Squared = .642)

**TABLE 7:** Summary results of tests between subjects effects (distinct ANOVA for all dependent variables of psychological well-being)

| Source | Dependent variable | F | p | Partial eta squared (η2) | Percentage multivariate variance of the dependent variable associated with the group factor |
|---|---|---|---|---|---|
| Conscientiousness | Self-acceptance | 25.937 | <.001 | 0.062 | 6 |
| | Environmental Mastery | 44.366 | <.001 | .101 | 10 |
| | Purpose of Life | 35.298 | <.001 | .082 | 8 |
| | Personal Growth | 43.645 | <.001 | .100 | 10 |
| | Positive Relations with others | 33.132 | <.001 | .078 | 8 |
| | Autonomy | 32.371 | <.001 | .076 | 8 |
| Sportsmanship | Self-acceptance | .453 | .501 | .001 | 1 |
| | Environmental Mastery | 3.084 | .080 | .008 | 8 |
| | Purpose of Life | .060 | .806 | .000 | |
| | Personal Growth | 7.282 | <0.05 | .018 | 2 |
| | Positive Relations with others | 6.026 | <0.05 | .015 | 1 |
| | Autonomy | 4.109 | <0.05 | .010 | 1 |
| Civic Virtue | Self-acceptance | 4.425 | <0.05 | .011 | 1 |
| | Environmental Mastery | 8.384 | <0.05 | .021 | 2 |
| | Purpose of Life | 14.184 | <.001 | .035 | 3 |
| | Personal Growth | .007 | .932 | .000 | 0 |
| | Positive Relations with others | 4.370 | <0.05 | .011 | 1 |
| | Autonomy | 4.433 | <0.05 | .011 | 2 |
| Courtesy | Self-acceptance | 9.252 | <0.05 | .023 | 3 |
| | Environmental Mastery | 6.051 | <0.05 | .015 | 1 |
| | Purpose of Life | 10.438 | <0.05 | .026 | 3 |
| | Personal Growth | 14.255 | <.001 | .035 | 3 |
| | Positive Relations with others | .989 | .321 | .003 | 0 |
| | Autonomy | 4.834 | <0.05 | .012 | 1 |
| Altruism | Self-acceptance | 24.347 | <.001 | .058 | 6 |
| | Environmental Mastery | 1.276 | .259 | .003 | 0 |
| | Purpose of Life | 19.402 | <.001 | .047 | 5 |
| | Personal Growth | 6.313 | <0.05 | .016 | 2 |
| | Positive Relations with others | 16.161 | <.001 | .039 | 4 |
| | Autonomy | 15.650 | <.001 | .038 | 4 |

## DISCUSSION

The authors have carried out a survey using a structured questionnaire on information technology employees to study the association among organizational citizenship behaviour and psychological well-being. The organizational citizenship behavior is positively correlated with the psychological well-being when compared with the whole model (Table 4). A dinstict ANOVA with all indepdent variables to see the effect on all the dependent variable were carried out. The GLM tests between subjects resulted in statistically significant effect of all the OCB variables conscientiousness, altruism, civic virtue, sportsmanship, courtesy on all the psychological well-being variables autonomy, self-acceptance, environmental mastery, personal growth, purpose of life, and positive relation with others. The gender and age weak predictors of psychological well-being. Our results are in line with the studies reported by Prasad et al., (2020, 2022). In these studies authors reported the results based on General Linear Model multivariate reported the effects of independent variables on each of the psychological well-being variables.

The results show that organizational citizenship behaviour is statistically significant and there is a strong association among the organizational citizenship variables and psychological well-being variables of information technology employees. Additionally, it shows that the dimensions of OCB, such as altruism, conscientiousness, sportsmanship, and courtesy, have a significant influence on PSW. Moreover, the study found that employees who exhibit high levels of OCB are more likely to experience higher levels of psychological well-being.

The findings of this study have important implications for organizations in the IT sector and can be used to develop strategies for promoting OCB among employees. Additionally, this study highlights the importance of creating a positive work environment that fosters OCB, as it has a direct impact on the psychological well-being of employees.

The study suggests that organizations should focus on promoting and encouraging OCB among their employees, as it can lead to improved psychological well-being, job satisfaction, and overall productivity.

## CONCLUSION

In conclusion, this empirical study has provided evidence of the relationship between Organizational Citizenship Behaviour (OCB) and Psychological Well-being among IT-sector employees. The findings highlight the importance of fostering a positive organizational culture that encourages and rewards such behaviours. The study has also identified specific dimensions of OCB that are particularly important for enhancing psychological well-being, including altruism, courtesy, and civic virtue. The implications of these findings for both research and practice are discussed, underscoring the potential benefits of promoting OCB for enhancing employee well-being and organizational performance. Overall, this study makes a valuable contribution to the literature on OCB and its impact on employee well-being in the context of the IT sector in India.

## LIMITATIONS

There are a few limitations to studying organizational citizenship behavior (OCB) and psychological well-being. Some of the main limitations include:

- Subjectivity: OCB and psychological well-being are subjective concepts that can be difficult to measure accurately. Different people may have different definitions and interpretations of these concepts, which can make it difficult to compare and analyze data.
- Culture: OCB and psychological well-being may be influenced by cultural factors, such as values, norms, and expectations. This can make it difficult to generalize findings from one culture to another.
- Self-report bias: Many studies on OCB and psychological well-being rely on self-report measures, which can be susceptible to bias. People may not always accurately report their own behavior or feelings, or they may be influenced by social desirability bias, leading to inaccurate results.

- Multidimensionality: OCB and psychological well-being are complex, multidimensional concepts that can be influenced by a range of factors. This can make it difficult to disentangle the various influences and identify clear causal relationships.

## RECOMMENDATIONS

Organizations should prioritize creating a positive work environment that supports employees' psychological well-being and encourages OCB behavior. This can be achieved by providing leadership training, promoting coworker support, and recognizing and rewarding OCB behavior. HR professionals should develop and implement employee engagement programs that encourage OCB and promote employees' psychological well-being. These programs could include wellness initiatives, social support networks, and opportunities for personal and professional growth.

Managers should create opportunities for employees to engage in OCB by providing autonomy and opportunities for decision-making. This can contribute to employees' sense of purpose and enhance their psychological well-being. Organizations should conduct regular employee satisfaction surveys to understand their employees' perceptions of organizational support, job satisfaction, and coworker support. These insights can help managers make informed decisions about improving the work environment and enhancing employee well-being. Organizations should adopt a holistic approach to employee well-being that considers physical, mental, and emotional health. This could include providing access to mental health services, promoting work-life balance, and encouraging healthy lifestyle choices. A comprehensive approach to employee well-being can contribute to OCB behavior and enhance organizational performance.

### Ethical considerations
All the participants were asked fill the questionnaire online. The participants of the respondents was voluntary. Prior to participation all the participants were informed about the aim of the research and the anonymity of the their data. After making informed consent to the study, the questionnaire was activated. Participation was voluntary, and participation did not receie any compensation for ther participation in the study

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Supplemental material

Supplemental material will be provided

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