

## Impact of Organizational Citizenship Behaviour on Employee Wellbeing and Turnover Intention

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### ABSTRACT

Organizational Citizenship Behavior (OCB) plays a crucial role in shaping workplace dynamics, influencing both employee well-being and turnover intention. This study examines the impact of OCB on employee well-being and turnover intention using quantitative data collected through a Google Form questionnaire from 126 employees. The 10-item Short Version of the Organizational Citizenship Behavior Checklist was used to measure OCB, while well-being and turnover intention were assessed using standardized scales. The descriptive statistics revealed that employees exhibited a moderate level of OCB, well-being, and turnover intention. Regression analysis demonstrated a significant positive impact of OCB on employee well-being ( $R^2 = 0.126$ ,  $p < 0.001$ ), confirming that employees who engage in voluntary, prosocial workplace behaviors experience higher levels of well-being. Additionally, OCB had a significant but weak negative impact on turnover intention ( $R^2 = 0.039$ ,  $p = 0.026$ ), suggesting that employees with higher OCB may have lower turnover intentions, although other factors also play a role. Pearson correlation analysis further indicated a positive relationship between OCB and well-being, while the correlation between OCB and turnover intention was weak. These findings align with existing literature, including Jauhari (2016), which highlights the connection between OCB, psychological well-being, and burnout reduction. However, limitations such as self-reported data, cross-sectional design, and limited generalizability should be considered. The study recommends organizations foster a culture that encourages OCB through leadership support, employee engagement initiatives, and well-being programs to enhance workplace satisfaction and retention.

**Keywords:** *Organizational Citizenship Behavior (OCB), Employee Well-Being, Turnover Intention, Workplace Engagement, Job Satisfaction, Prosocial Behavior, Employee Retention, Organizational Psychology*

Companies aim to improve employee performance, well-being, and retention in the very competitive corporate world of today. Organisational citizenship behaviour (OCB)—a collection of voluntary, extra-role behaviours that workers display beyond their official job requirements—is one of the main determinants of these elements. These actions—such as supporting colleagues, being proactive, and proving loyalty help to create a good work environment and general organisational efficiency. Although OCB is usually connected with improved organisational performance, its influence on employee well-being

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and turnover intention has attracted much attention lately. Organisations trying to create a motivating workplace and lower staff turnover depend on an awareness of this link.

Originally presented by Organ (1988), organisational citizenship behaviour is the discretionary actions that, although not explicitly acknowledged by official incentive systems, greatly increase workplace productivity. Five elements define OCB: altruism (helping behaviours), conscientiousness (exceeding job standards), sportsmanship (tolerating difficulties), civility (preventing disputes), and civic virtue (involvement in organisational activities). OCB-exhibiting employees foster a harmonic and cooperative work environment, therefore improving collaboration and organisational effectiveness. But OCB's voluntary character begs questions about job discontent, emotional tiredness, and work overload that might compromise employee well-being.

Employee well-being is a complex idea including emotional, psychological, and physical aspects. Encouragement of OCB at the workplace can help to improve job satisfaction, good interpersonal interactions, and support systems, therefore enhancing the general well-being. Employees that voluntarily participate in helpful activities feel fulfilled, purposeful, and belong. Studies find that by lowering stress and encouraging a sense of accomplishment, prosocial actions improve psychological well-being. But too much OCB can cause fatigue, role uncertainty, and a work-life mismatch. Workers who continuously surpass their official responsibilities may get tired and resentful, particularly if their efforts go unappreciated or underlined. Organisations thus have to make sure that OCB is encouraged in a way that fits employee well-being instead of overloading them with extra duties.

Turnover intention is the deliberate want of an employee to depart a company. High turnover rates could cause loss of institutional knowledge, higher recruiting costs, and less organisational stability. OCB is sometimes connected to increased work satisfaction and organisational commitment, which might lower turnover intention. Workers that feel appreciated and supported are more likely to stick in a company. If OCB, however, results in stress, exploitation, or lack of appreciation, workers may get disillusioned and look for other employment. Companies which ignore and undervalue OCB run the danger of alienating their most committed staff members, which would result in higher turnover.

### **1.2 BACKGROUND OF THE STUDY**

A key concept in the fields of organisational behaviour and human resource management, organisational citizenship behaviour (OCB) describes employees' efforts to help one another and the company as a whole, going above and beyond what is required of them in their official roles (Organ, 1988). Even if they aren't monetary in nature, traits like kindness, generosity, sportsmanship, politeness, and civic virtue are essential to a productive workplace, strong teams, and improved organisational performance (Podsakoff et al., 2009). Recent studies have shown that OCB has a complicated connection with employee well-being and turnover intentions, challenging the conventional idea that it is helpful for organisations. From one perspective, OCB has the potential to increase work satisfaction, purpose, and psychological well-being via the development of strong social ties and a feeling of success (LePine, Erez, & Johnson, 2002). Contrarily, according to Bolino, Turnley, and Niehoff (2004), mental health and job satisfaction may be severely affected by excessive or unreciprocated OCB, which is commonly seen as an unwritten requirement of the job. This kind of behaviour can cause stress, burnout, emotional weariness, and work-life conflict.

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The link between organisational citizenship behaviour and employee turnover is also complex. High levels of organisational citizenship behaviour (OCB) are associated with lower turnover and more organisational commitment; yet, workers who feel overworked or underappreciated may be less committed to their jobs and more likely to want to leave (Vigoda-Gadot, 2007). Organisations should find a middle ground between promoting civic behaviours and maintaining the well-being of their workers, considering the dual impact of OCB.

Employee engagement and retention are critical to organisational success in today's changing work contexts, therefore understanding the influence of OCB on employee well-being and turnover is vital. The goal of this research is to shed light on these connections so that businesses may encourage good citizenship practices among their employees without negatively impacting their productivity.

### **1.3 THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN ENHANCING EMPLOYEE WELL-BEING**

Employees engage in organisational citizenship behaviour (OCB) when they voluntarily go above and beyond the call of duty to help their coworkers and the company run more smoothly (Organ, 1988). Kindness, honesty, sportsmanship, politeness, and civic virtue are all examples of such actions. While organisational citizenship behaviour (OCB) is often associated with improved organisational performance, it is also crucial in fostering the mental, emotional, and social well of employees. Job satisfaction and mental health may both benefit greatly from OCB. A feeling of fulfillment and purpose is often experienced by employees who willingly help others, demonstrate initiative, and make good contributions to the workplace (Podsakoff et al., 2009). Employees have more engagement and emotional connection to their job when they have a clear sense of purpose, which is associated with intrinsic motivation. Additionally, OCB promotes healthy interactions between coworkers, which in turn creates a welcoming workplace that boosts mental and emotional health. Because teamwork is inherently mutually beneficial, research by Organ and Ryan (1995) reveals that workers who actively participate in citizenship behaviours report higher levels of job satisfaction.

On top of that, OCB might help one feel like they're developing themselves. Professional competences and skill sets are enhanced when workers engage in activities outside of their job descriptions, such as mentoring coworkers or taking part in company-wide projects (LePine, Erez, & Johnson, 2002). Two essential aspects of mental health, self-efficacy and resilience, are fostered by this never-ending cycle of learning.

In addition, by fostering an encouraging work environment, OCB has a beneficial effect on employees' mental health. According to Bolino, Turnley, and Niehoff (2004), showing appreciation, being supportive, and being nice to coworkers may help keep stress levels down and mental health in check. Workers' mental health and anxiety levels are likely to improve when they feel appreciated and acknowledged for the work they do.

The positive effects of OCB on health, however, are at their peak when people engage in these activities voluntarily rather than feeling pressured to do so (Vigoda-Gadot, 2007). When organisational citizenship behaviour (OCB) is motivated by internal factors instead of external forces, workers experience more happiness and contentment as a result of their work. To sum up, OCB is vital to boost employee well-being since it encourages growth, social connectivity, emotional resilience, and work satisfaction. Successful businesses know

that a happy and healthy staff is the result of an environment that encourages and rewards good citizenship.

### **1.4 THE DARK SIDE OF OCB: BURNOUT, ROLE OVERLOAD, AND TURNOVER INTENTIONS**

The "dark side" of organisational citizenship behaviour (OCB) is the detrimental effects it may have on workers, despite the fact that OCB is often praised for the good things it does for organisations and their employees. Employees may experience burnout, overburden themselves with responsibilities, and even be more likely to consider leaving their current position if organisational citizenship behaviour (OCB) is seen as mandatory rather than optional (Bolino, Turnley, & Niehoff, 2004).

Burnout, a condition of emotional, bodily, and mental weariness brought on by extended stress, is one of the main negative outcomes of OCB. Workers who often go above and above the call of duty, sometimes without proper compensation or acknowledgement, may feel emotionally drained and have less sense of personal achievement (Halbesleben & Bowler, 2007). This is especially the case when OCB lacks internal motivation and is instead pushed by outside forces. Workers are more likely to experience burnout if they participate in high levels of organisational citizenship behaviour (OCB) in order to satisfy organisational expectations rather than because they voluntarily do so, according to research by Bolino et al. (2010).

Excessive OCB is associated with more serious problems, one of which is role overload. Conflicting expectations and time constraints may arise when workers take on more than what is required of them (Crawford, LePine, & Rich, 2010). An employee's capacity to do their primary job well may be compromised, and they may experience stress as a result of this overload. Having to juggle too many responsibilities at once may have a negative impact on your mental health and happiness at work.

If workers feel overworked or underappreciated as a result of these incidents, they may be more likely to consider leaving for greener pastures. Employees may feel exploited when OCB is seen as obligatory rather than optional, which may cause animosity and even a desire to quit the company (Vigoda-Gadot, 2007). In addition, when there is no official acknowledgement or compensation for OCB, it may intensify unhappiness and lead to increased turnover.

To sum up, OCB has the ability to cultivate a good culture inside an organisation, but before implementing it, leaders must be aware of the risks involved. Reducing the likelihood of burnout, job overload, and intents to leave may be achieved by the promotion of voluntary, intrinsically driven civic behaviours, the provision of appropriate recognition, and the effective management of workloads. A well-rounded strategy guarantees that OCB is beneficial for the company and its workers without sacrificing their health.

### **1.5 FACTORS MODERATING THE IMPACT OF OCB ON WELL-BEING AND TURNOVER**

Employee well-being and intention for turnover are much shaped by organisational citizenship behaviour (OCB). Its influence is not consistent, though, in every employee or in every organisational environment. Many elements modulate how OCB affects well-being and turnover intention, either enhancing or aggravating its favourable results or negative

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repercussions. Among these elements are organisational culture and leadership; workload and position clarity; and employee recognition and incentive systems.

### ***Leadership and Organizational Culture***

The way OCB affects employees is significantly influenced by organisational culture and leadership. Leaders that promote, inspire, and reward extra-role behaviours help their staff members to feel appreciated and driven to provide their voluntary participation. Inspired and empowering their staff, transformational leaders foster a good atmosphere where OCB improves organisational commitment and well-being. On the other hand, transactional leaders—who only pay close attention to incentives and penalties—may not inspire an inherent drive for OCB, which would cause workers to believe their additional efforts are required rather than free will. Furthermore, in toxic workplaces where OCB is required without acknowledgement, workers may feel underused, which would cause dissatisfaction and more turnover. Therefore, whether OCB favorably or adversely affects employees depends much on the leadership style and workplace culture.

### ***Workload and Role Clarity***

Workload and job clarity also determine the degree to which OCB influences well-being and turnover. Although OCB is optional, too much work and unclear employment requirements might make it a strain. Engaging in OCB might cause stress, burnout, and work-life imbalance for staff members already overburdened with their main obligations. Just as crucial is role clarity; when workers have well defined job descriptions, they may participate in OCB without worrying about ignoring their primary responsibilities. In companies where job assignments are unclear, however, workers may feel under pressure to assume more responsibility than they are qualified for, which would cause discontent and raise turnover intention. Companies have to make sure OCB stays an option rather than a requirement so staff members may effectively participate without sacrificing their welfare.

### ***Employee Recognition and Reward Systems***

The way OCB affects employee retention and satisfaction is much shaped by recognition and incentive systems. Although OCB is usually done without anticipating immediate benefits, a lack of appreciation can cause irritation and disengagement. Workers who often exceed their job descriptions without getting any kind of recognition might feel underappreciated and develop animosity that increases their chances of quitting the company. Formal recognition—such as including OCB into promotions and performance reviews helps to strengthen moral standards and support good behaviour. Employees may also feel valued by informal recognition like verbal compliments, public thanks, or little rewards. On the other hand, unequal or inconsistent compensation distribution could cause discontent and lower employees' inclination to participate in OCB. Thus, a clear and fair compensation structure is absolutely necessary to make sure staff members feel appreciated for their efforts.

## **1.6 PSYCHOLOGICAL AND BEHAVIORAL INDICATORS OF TURNOVER INTENTION**

Dissatisfaction with one's job, stagnation in one's career, or a general loss of interest in one's work are common factors in an employee's turnover intention, which is the deliberate plan to leave one's current employer. Even if an employee might not resign right away, several psychological and behavioural signals can point to their desire to depart. Early recognition of these indicators helps companies to solve issues and raise staff retention.

### *Declining Work Engagement and Performance*

One of the earliest signs of turnover intention is clearly a declining work engagement. Once aggressive and excited about their work, employees may begin to display symptoms of apathy, low drive, and lack of initiative. Their performance can drop and they might avoid helping out on team tasks or organisational goals. Sometimes workers who have previously beyond their official job responsibilities showing organisational citizenship behaviour (OCB)—may stop additional efforts and rigorously follow their allocated tasks. Often the result of discontent, weariness, or a felt lack of gratitude for their efforts is this transformation.

### *Increased Absenteeism, Tardiness, and Withdrawal from Work Activities*

Those who want to leave their jobs generally separate from their employment obligations and contacts. Behaves like these clearly show this:

- Frequent absenteeism without clear justification.
- Chronic tardiness—arriving late or leaving early more often than usual.
- Avoiding meetings, group discussions, or social interactions at work.

These symptoms point to a psychological distance from the company. Workers in this stage could no longer be committed in their employment, which causes a slow disengagement from everyday responsibilities and professional contacts.

### *Active Job Searching and External Networking*

An employee's increasing attention to outside employment prospects is yet another obvious sign of turnover intention. A few typical actions include:

- Regularly updating LinkedIn profiles and resumes.
- Networking with recruiters and professionals from other organizations.
- Attending interviews during work hours or taking unplanned leaves.
- Expressing interest in job market trends and salary benchmarks.

These actions imply that the staff member is actively looking for other jobs and could be getting ready to leave their present one.

### *Decreased Commitment to the Organization*

Employees who are about to quit frequently show little dedication to staying with their current employer. They could shun long-term initiatives, demonstrate apathy for corporate goals, or object to more responsibility. Their participation in office events—including helping colleagues or volunteering for fresh projects—may drop dramatically. This disengagement indicates that the worker no longer sees a future inside the firm, thereby reflecting a mental and emotional distance from it.

## **REVIEW OF LITERATURE**

This study Jauhari in 2016 investigates if there is a correlation between OCB dimensions and happiness indicators. Researchers want to find a favourable correlation between OCB and mental wellness and a negative correlation with burnout. When you satisfy your desire with OCB aimed towards other people, you'll feel good about yourself. Additionally, it postulates that there is a negative correlation between relatedness and both burnout and mental health. The research team gathered its data via an online survey. The relatedness of need fulfillment and psychological wellness were both favourably correlated with OCBI and

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OCB-Organization, respectively. Burnout was also inversely connected to mental health, and relatedness need fulfilment was inversely related to burnout.

Research by Atay in 2015 was to study economic point of view, it is preferable for the company to support its workers' subjective well-being and encourage a high level of organisational citizenship behaviour. This study aimed to determine which aspects of organisational citizenship behaviour had the most impact on workers' subjective well-being. Information was gathered from 2051 workers who were situated in a fifty-star hotel in the Belek-Kadriye zone, which is linked to the district of Serik in Antalya Province. Data was collected from workers using the Organisational Citizenship Behaviour Scale and the Oxford Happiness Inventory (OHI). Using frequencies and percentage values, the data gathered was analysed with respect to the demographic characteristics. Additionally, linear regression, correlation, and component analysis were used. The results showed that the conscientiousness component of organisational citizenship behaviour negatively impacted the workers' subjective well-being, but the three aspects of civic virtue, sportsmanship, and altruism had a substantial positive influence.

Research by Rothmann in 2022 studied emphasis in many African nations on the importance of one's relationships with others, the social well-being of employees is likely to impact both individual and organisational results. Objective of the research Social well-being, work satisfaction, organisational citizenship conduct, and plans to quit were explored in this research, which took place at a utility company in South Africa. Purpose of the research Considering the long-standing connections between varied communities in South Africa, it seems that workers' social well-being is an essential part of their overall health. On the other hand, social wellbeing in the workplace has received less attention in South African research. Methodology and research strategy the study's methodology was a cross-sectional survey of full-time workers at a utility company in South Africa. With their informed consent, 403 participants filled out questionnaires measuring social well-being, work satisfaction, organisational citizenship conduct, and plans to depart. Theoretical testing was carried by using structural equation modelling. Key results Job satisfaction & organisational citizenship conduct were favourably correlated with social well-being, whereas plans to depart were adversely correlated. Through work (dis)satisfaction, social well-being influenced organisational citizenship activity and desire to depart in an indirect way. Implications for practice and management There are concrete ways that managers and HR professionals can support their employees' social well-being. One way is to create policies that are specific to their employees' needs and goals. Another is to adapt wellness programs to the dynamic nature of today's workplace. something new or valuable The effects of social well-being on certain outcomes in the workplace of a developing African nation were the subject of this research.

In 2022, Pelealu conducted research with the intention of learning, via organisational citizenship behaviour as a moderating variable, how elements like mental health, organisational support, and employee job fit influence organisational commitment in the automotive industry. The research methodology used in this study is quantitative. Companies in Indonesia that produce or provide automobiles that are listed on the BEI might be as many as twelve. Data for this study came from online questionnaires administered via the G-Form platform. Next, the data is analysed using the Structural Equation Model (SEM). The results are then presented utilising sophisticated PLS algorithms. The study found that organisational citizenship conduct significantly increases organisational commitment, but perceived organisational support significantly decreases it.

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There is a notable relationship between organisational citizenship behaviour and perceived organisational support. Additionally, there is a positive correlation between job fit and organisational commitment. Lastly, there is a strong correlation between psychological well-being and organisational citizenship behaviour. Perceived organisational support and organisational commitment can be influenced by organisational citizenship behaviour. Lastly, there is a strong correlation between organisational citizenship behaviour and perceived organisational support.

A study conducted by Hyun in 2021 have examined the stress caused by the pandemic, even though the new COVID-19 is still spreading. Work stress, employee well-being, self-rated mental health, organisational citizenship behaviour, and employee-customer identification were all explored in this research, along with the characteristics of pandemic worries as reported by hotel workers. Four characteristics were identified and confirmed using qualitative and quantitative methods. A considerable impact of the postulated variables' interrelationships was discovered via structural equation analysis. This research sheds light on the characteristics of perceived epidemic worries and how they affect hotel employees' performance during epidemics. (Hyun,2021)

Research by Porter in 2016 was to examine that there is sometimes a time lag between contemplating leaving an organisation and really leaving, even when turnover intentions are thought of as the most immediate precursor to leaving. We test a causal model using data collected from two different groups of working adults to determine how turnover intentions affect employees' actions while they are still on the job, with a focus on two behaviours: organisational citizenship behaviours (OCBs) and deviance behaviours (DBs). Using expectation theory as a framework for explanation, we propose that intents to leave cause a shift towards a transactional rather than a relational focus in contracts, which in turn causes OCBs to decline and DBs to grow. To determine whether way turnover intentions & psychological contract orientations are causally related, we conducted a pilot research. The first study put our mediated model to the test using a cross-section of a big pharmacy chain's staff. We bolstered our concept in Study 2 by claiming that mediated effects were much greater when the organisation is held accountable for possible departure. Next, we used a subset of workers at a major Chinese state-owned telecom company to evaluate our whole model. The findings were consistent and backed up our hypothesis throughout both investigations. We go over what this means for the future of theory, study, and application when it comes to controlling employee turnover and other forms of discretionary behaviour on the job.

Research by Chang in 2022 on teacher well-being is significant because it affects school management's capacity to build trust and collaboration among the teaching staff. Thus, the purpose of this research is to investigate two aspects of school leadership: (1) the nature of the connection between teachers and schools (as measured by factors like organisational trust, organisational identity, and organisational commitment) and (2) the ways in which teachers operate as organisational citizens. Furthermore, the impacts of organisational citizenship and the teacher-school connection as mediators are examined. Central Taiwanese high school and vocational instructors were surveyed using a self-reporting questionnaire. In particular, 783 legitimate replies were obtained. The results of the empirical study are as follows. Teachers' organisational citizenship behaviour, organisational trust, organisational identity, and commitment were all positively impacted by the principals' genuine leadership. Secondly, the civic conduct of organisations was influenced by the degree to which individuals felt a connection to and invested in such organisations. Third, the happiness of

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educators was influenced by organisational trust, organisational commitment, and organisational citizenship conduct. Trust, commitment, and identification within the organisation mediated the connection between genuine leadership, organisational citizenship behaviour, and teachers' well-being. We talk about the study's contributions and academic and practical ramifications and provide some ideas for management and future research.

This study researched by Berbekov in 2014 adds to the existing body of literature on organisational citizenship behaviour (OCB) by examining the impact of two types of OCB on workers' positive mood, perceived job overload, and quality and work-life (QWL). The research draws on conservation and resources theory & affective event theory. The research found that OCBO—organizational citizenship behaviour towards the organization—generates pleasant feelings, which in turn affects workers' QWL, according to data obtained from 321 Chinese hotel employees. Also, employees' good moods are boosted when they engage in organisational citizenship behaviour towards coworkers (OCBI). In addition, there is a negative correlation between OCBO and workers' perceptions of role overload, which means that OCBO may help with both resource acquisition and reducing role overload. Organisations in the hotel industry may benefit greatly from the study's theoretical contributions and practical ramifications.

The purpose of this research conducted by Guden in 2011 was to examine the relationship between organisational citizenship behaviour, job happiness, and intentions to leave an organisation. Organisational citizenship behaviour and its impact on inclinations to leave were also investigated in the research. The participants were chosen at random from among the front desk staff of five-star hotels throughout North Cyprus. A positive correlation between work satisfaction and organisational citizenship behaviour and a negative correlation with intentions to leave was found in multiple regression models. There was a favourable correlation between organisational citizenship behaviour and affective organisational commitment. Having said that, the research did not detect a correlation between organisational commitment and plans to leave. Employees' plans to leave were inversely related to their level of organisational citizenship behaviour. Discussion and potential directions for further research are provided by the paper.

A study conducted by Deng in 2021 Managers' leadership styles have a significant impact on nurses' actions. In nursing research, the connections between trust, psychological health, organisational citizenship behaviours, and ethical leadership have been largely overlooked. In the setting of Chinese hospitals, this research sought to investigate the connections between nurses' perceptions of ethical leadership, trust, mental health, and organisational citizenship behaviours towards patients. A cross-sectional study approach was used in this investigation. The sample consisted of 495 nurses recruited from six different hospitals in China. We used SPSS 22 and Hayes PROCESS to analyse the data. The results showed that nurses' perceptions of ethical leadership were positively correlated with their confidence in management and their mental health. There is a favourable correlation between nurses' organisational citizenship behaviours and trust in management. There was a statistically significant relationship between the perception of ethical leadership and organisational citizenship behaviours as measured by trust in management or psychological well-being.

A research conducted by Chin in 2017 for less developed but populous areas to become competitive in the face of a new wave of global industrial reorganisation, it is crucial to establish a workforce that is happy and motivated. In order to investigate the difficulties surrounding employee well-being and turnover in a big developing nation heavily influenced

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by Muslim culture, this article aims to combine an indigenous cultural viewpoint—specifically, Muslim religious belief—with the work of embeddedness theory. Pakistan is a Muslim nation where the writers surveyed media workers using questionnaires. With the use of simple slope and easy slope difference significance tests, as well as moderated nested regression models (which investigated three-way interactions), the data were examined. Muslim belief in God, organisational being embedded, life happiness, and job engagement were all shown to be strongly and adversely correlated with turnover intention. In addition, Muslim religious belief for organisational embeddedness work together to control the processes of employee well-being and turnover intention. Taking into account worker happiness, Muslim religious belief, & organisation embeddedness as a trifecta, the study evaluates turnover intention and offers analytical implications for businesses in other developing countries, especially those with a strong Muslim cultural background.

The purpose of this study conducted by Mozammel in 2017 is to fill a gap in the literature and contribute to the field of "human resource management" by investigating the pathways by which "employee well-being" mediates the connections between abusive supervision and individual organisational citizenship behaviour (OCBI). Data was collected from 250 instances of non-managerial hotel workers in Pakistan's major cities for the specified aim. The data was processed using SmartPLS 3.0. To carry out the essential tests for the evaluation of the measurement model and the structural model, structural equation modelling (PLS-SEM) was used. Three out of four hypotheses were statistically supported, proving that abusive supervision is harmful and that employee well-being plays an intervening role. Results show that inadequate oversight is bad for businesses overall and has a negative impact on workers' civic engagement. At last, we have confirmation that the underlying model's predictive relevance & r-squared values are correct.

A study done by Doni in 2024 studied that the only hotels in Bogor that have this concept are Novotel Bogor & Ibis Style Bogor Raya, but the idea for a dual-branded hotel has created new possibilities for hotel developers. These two hotels consistently see above-average revenue growth and staff engagement survey results year after year. On the other hand, talent management received the best mark, while employee well-being received the worst. Using case studies upon the management of a Bogor, Indonesia, dual-branded hotel, this research seeks to examine the impact of organisational citizenship behaviour on the relationship between employee well-being, talent management, and organisational performance. A total of 133 people filled out an online survey, and the data came from a proportional stratified random sampling method. The findings demonstrate that talent management and employee happiness impact business outcomes. It is also clear from the data that corporate citizenship actions may moderate the relationship between talent management, employee happiness, and organisational success. This highlights the need for more research based on comparative investigation.

The study conducted by Kustiawan in 2022 overarching goal is to provide light on how factors like job insecurity and organisational virtuousness affect things like work-family conflict, overall happiness, loyalty to the company, civic engagement in the workplace, and productivity. Manufacturing company workers in the Industrial regions of Banten Province, Indonesia, who have been with the company for at least two years make up the sample for this study. Using an online questionnaire, data is collected by a survey approach based on purposive selection from a pool of 220 participants. Factor analysis and the Lisrel Structural Equation Model (SEM) were used to analyse the data. The study's results demonstrated that job instability had a beneficial effect on subjective well-being, conflict between work and

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family life, and organisational identity. However, organisational citizenship behaviour and work performance are severely impacted by organisational identification. Organisational virtuousness also has a favourable effect on individual happiness. There is a favourable correlation between subjective well-being and organisational commitment. Additionally, organisational citizenship behaviour and job performance are favourably impacted by organisational commitment. But one's subjective well-being has a detrimental impact on productivity at work.

The goal of this study conducted by Donate in 2021 is to look at how OCB, or organisational citizenship behaviour, is influenced by AMO procedures among specialised unit medical personnel. Furthermore, we examine the function of work-related well-being as a mediator between AMO practices & OCB. This is defined as engagement, trust, and tiredness. In addition, the connection between AMO practices & work-related well-being is examined, with a focus on the moderating influence of service leadership. A time-lagged moderation-mediation paradigm was applied using the AMO framework inside the work demands-resources (JD-R) model, with 214 public healthcare personnel serving as the sample. The findings support the idea that AMO methods improve OCB. Additionally, AMO practices had an impact on OCB via a mediator known as work-related well-being. Further, the relationship between AMO practices & work-related well-being was moderated by service leadership. The current study fills a gap in our understanding by providing the first evidence that HR practices have a positive effect on employee well-being and organisational citizenship behaviours (OCBs) in a public healthcare setting. This builds on previous research that has highlighted the importance of understanding how HR practices might benefit organisations and their employees.

A research conducted by Husin in 2018 Many modern businesses place a premium on retaining their staff and will go to great lengths to do so, seeing them as their most precious asset. Loss of such talent will have an impact on the company's ability to reach its objectives and keep its competitive edge. Hence, it is critical to request further investigation to comprehend the elements impacting this problem in various research contexts and settings, especially from non-Western viewpoints, like Malaysia, which is confronting significant difficulties with employee turnover across several industries. This paper's central argument is that there is a connection between organisational justice (OJ), organisational citizenship behaviour (OCB), and turnover intention (TI). As a result, this research recommended a framework to examine how organisational citizenship behaviour (OCB-I, OCB-O) mediates the relationship between organisational justice and turnover intention. The direct effects of the variables on one another have also been covered. Therefore, it is believed that this work will add to the existing body of expertise in this field and close the research gap.

A study conducted by Johari in 2016 studied turnover is a global problem that businesses face and discuss as a challenge since it is time-consuming and expensive. Therefore, additional research is needed to help academics, practitioners, and decision-makers better understand this problem and the factors influencing it in different research contexts and settings, especially from non-Western viewpoints like Malaysia, which is dealing with a significant problem with employee turnover in many industries. Thus, this paper's objective is to establish a connection between turnover intention (TI), perceived organisational support (PCS), and organisational citizenship behaviour (OCB-I and OCB-O, respectively). As a result, this research offered a framework to examine how OCB mediates the relationship between perceived organisational support and TI (OCB-I, OCB-O). We have also covered

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the direct influence of the variables on one another. So, the goal of this work is to fill a knowledge gap and add to the existing literature in this field.

Research conducted by Chung in 2019 Over the last 10 years, there has been a lot of focus on workplace wellness. There has been a lot of research on the positive correlation between emotional health and performance when acting, but far less on the correlation between emotional health and performance outside of acting. The researchers set out to find out what links emotional health, job satisfaction, collectivism, and civic engagement had with one another and with organisational citizenship conduct. More specifically, we put this model through its paces with 264 staff members from a Chinese telecom firm. Our findings indicate that: (1) emotional health was found to have a positive correlation with organisational citizenship behaviour ( $B = 0.482$ ,  $p < 0.001$ ); (2) the connection between employees' emotional health and organisational citizenship behaviour was mediated by their level of work engagement (indirect effect = 0.330, with a  $p < 0.001$ ); along with (3) the collectivist orientation tempered the relationships between employees' emotional well-being and work commitment ( $B = 0.113$ , with  $p < 0.01$ ) and between employees' emotional health and organisational citizenship behaviour ( $B = 0.084$ ,  $p < 0.05$ ). We talk about how it's helpful to know how job engagement & cultural values relate to the connection between emotional health and civic involvement in the workplace.

This study Iqbal in 2021 aims to examine the relationship between psychological capital and organisational citizenship behaviour, with a specific focus on the mediating function of psychological well-being. Data was obtained from 199 workers working at Pakistani higher education institutes using a cross-sectional survey approach in order to meet the study's objectives. By utilising the Process macro for SPSS, the bootstrapping approach proposed by Preacher and Hayes (2008) has been implemented. According to the study's findings, psychological health acts as a go-between for psychological capital and corporate citizenship actions. Both theoretical and practical ramifications for the workplace are important knock-on effects of this study. Since no previous research has examined the potential mediating effect of psychological well-being on the relationship between psychological capital and organisational civic behaviour, this study logically fills that void. Practitioners, particularly those in the upper echelons of educational institutions' management who are eager to witness workers exhibiting extra-role behaviours, might benefit from the resultant analysis in addition to the theoretical implications. In order to facilitate further research into this topic, the authors have also addressed the study's limitations and suggested directions for further work.

In the year 2022, Asghar stated that OCBE has received a lot of attention from scholars and think tanks, pro-environmental actions taken by employees such as eco-helping, eco-civic involvement, and eco-initiatives—tend to go unnoticed. Additionally, there has been insufficient research into the elements that stimulate these behaviours. Therefore, taking into account the indirect impacts of psychological empowerment and leader-member exchange (LMX), this research seeks to investigate the function of environmental transformational leadership (ELT) in these three categories of organisational citizen behaviours for the environment (OCBE). Using the Sobel test and four phases of mediation analysis, we looked at how meditation affected people. The researchers also used chi-square ( $\chi^2$ ) testing to look for differences. According to a poll of 500 Chinese manufacturing workers, environmental transformational leadership helps inspire followers to do their part for the environment, which in turn benefits the company as a whole. Because of the strong leader-member interchange and psychological empowerment, workers' goals for organisational

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environmental behaviour are also stimulated. The study concludes that in order to increase OCBE, company leadership should help their workers feel more emotionally invested in their work, as well as encourage the exchange of ideas and information on the workplace's environment. Employees should be provided with orientations on environmental preservation and resource conservation while they are being recruited and hired. In addition, in order to accomplish objectives connected to the environment, organisations should support a transformational leadership style.

In 2018, Rizavi studied that the relationship between workers' perceptions of organisational support and their citizenship behaviour is examined in this study, which is based on organisational support theory. By examining the sequential mediation between job engagement and well-being, the study provides a new explanation. The sample size was 273 people, drawn from a variety of service organisations in Lahore and the surrounding areas. Although a sequential mediation relationship was not shown, the study did find that POS does impact citizenship behaviour directly. Even if the results contradict the predicted relationships, they may nonetheless provide novel theoretical avenues and practical consequences. Additionally, there are limitations and potential directions provided at the conclusion.

A study by Naami in 2020 thoroughly examined how organisational self-esteem mediated the connection between trust in the workplace and spirituality among employees by focussing on organisational citizenship behaviour & psychological well-being. Three hundred employees were selected at random from an industrial company to participate. A battery of measures including the Yang Trust Scale, the Milliman, Zaploski, as well as Fergousen (2003) workplace spirituality scale, the Podsakoff, MacKenzie, Moorman, as well as Fetter (1990) organisational citizenship behaviour scale, the Rif psychological well-being scale, along with the Pierce, Gardner, Cummins, and Dunham (1989) organization-based self-esteem scale were used to gather information. Researchers used Structural Equation Modelling using AMOS 18, SPSS 18, using the bootstrap method to test the study's recommended model. Organisational self-esteem completely mitigated the effect of organisational trust & workplace spirituality on organisational citizenship behaviour and psychological well-being.

In 2023, Jobbehdar Nourafkan conducted the study which examined that there has been a lot of buzz about mindfulness because of the good effects it has on individuals, but how it may benefit businesses is still a mystery. Our analysis is based on data obtained from 255 university professors in Northern Cyprus, and it seeks to determine if mindfulness is a component that contributes to OCB and IWB. It is our expectation that eudaimonic well-being mediates the connection between mindfulness and IWB and OCB. Eudaimonic well-being is enhanced by mindfulness, according to our research. The Mindfulness—IWB link is totally mediated by eudaimonic well-being, while the Mindfulness—OCB relationship is somewhat mediated by it. Our study has significant implications for university administrators and policymakers, as the COVID-19 epidemic has brought attention to the relevance of OCB and IWB for institutions.

According to research done by Jena in 2016, it is an ongoing challenge for people in the modern world to successfully balance their personal and professional lives. Maintaining a steady "work-life commitment" while managing several responsibilities is essential for professionals in today's fast-paced, global economy. A healthy work-life balance is essential for organisations to attract and retain employees. Significant changes in organisational

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efficacy, employee happiness, and behaviour are brought about by this method. Multinational corporations (MNCs) are increasingly instituting work-life initiatives to promote employee satisfaction and career progression. Though it may come as a surprise, the generally acknowledged concept of "organisational citizenship behaviour" incentivises employees to exceed expectations. When employees are expected to act in this way, it subtly undermines the concept of work-life balance. Because of this, studies examining how work-life balance influences corporate citizenship behaviour are required. The present study sets out to answer this question by investigating the relationship between work-life balance and corporate citizenship initiatives. This article examines the effects of organisational commitment on the relationship between work-life balance and corporate citizenship behaviour. Using a previously developed questionnaire, we polled executives and workers in the industrial sectors of eastern India about their work-life balance, corporate citizenship behaviour, and organisational commitment. According to the findings, work-life balance significantly affects CSR initiatives. The study also shows that dedication to the company mediates the relationship between work-life balance and corporate citizenship behaviour. This study might be valuable for those working in the fields of organisational development and human resource management.

### METHODOLOGY

**Aim:** The aim of the research was to examine the impact of organizational citizenship behavior on employee well-being and turnover intention.

#### *Variable of the Study*

##### **Independent Variable**

- **Organizational Citizenship Behavior:** The term "organisational citizenship behaviour" (OCB) describes the extra efforts made by workers outside of their regular duties that benefit the company as a whole.

##### **Dependent Variable**

- **Employee Well-Being:** Employee well-being comprises physical, psychological, and social components that contribute to an individual's overall health and work satisfaction. Considerations including job satisfaction, work-life balance, stress, and emotional weariness are part of it.
- **Turnover intention:** The term "turnover intention" describes an employee's attitude towards leaving their present position willingly. Employee turnover, defined as the overall number of workers who leave an organisation, may be predicted using this metric.

#### *Objectives*

- To examine the impact of organizational citizenship behavior on employee wellbeing.
- To investigate the impact of organizational citizenship behavior on turnover intention among employees.
- To analyse the relationship between organizational citizenship behaviour, employee wellbeing and turnover intention among employees.

#### *Hypotheses*

- There is a significant impact of organizational citizenship behavior on employee wellbeing.

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- There is a significant impact of organizational citizenship behavior on turnover intention among employees.
- There is a significant relationship between organizational citizenship behaviour, employee wellbeing and turnover intention among employees.

### ***Participants of the Study***

There were 126 people in the sample, and it was made with the purpose of include both sexes. Adults (ranging from twenty to fifty years old) made up the bulk of the group.

### ***Data Collection Instruments***

The study used a demographic questionnaire in addition to the "10-Item Short Version of the Organisational Citizenship Behaviour Checklist, WHO-5 Well-being Index, Turnover Intention Scale," to compile their results.

### ***Data Collection Procedure***

The data was collected using three surveys: the "10-Item Short Version of the Organisational Citizenship Behaviour Checklist, WHO-5 Well-being Index, Turnover Intention Scale.". After the goals of the study were explained, participants got a packet with a questionnaire that included details about the research, questions about privacy, the researcher's contact information, and other forms. After that, others were asked to join the research. It took ten minutes to describe the tools.

## **10-ITEM SHORT VERSION OF THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR CHECKLIST**

Essential components of OCBs, which are not part of official job requirements but positively contribute to organisational success, are captured by the 10-item version of the OCB-C. The survey asks participants to rate the frequency with which they do actions like helping coworkers, offering to take on more responsibilities, and creating a happy atmosphere at work. You may find a frequency scale for each item, usually going from "Never" to "Every day."

## **RELIABILITY OF THE 10-ITEM OCB-C**

The 10-item OCB-C has shown to be quite reliable in research. This version has strong internal consistency, according to a study by Spector et al. (2010), which recorded a Cronbach's alpha of 0.83. This provides further evidence that the questions reliably assess the concept of organisational citizenship behaviour.

## **WHO-5 WELL-BEING INDEX**

The World Health Organization-5 Well-being Index is a short self-report questionnaire that consists of five statements. This measure takes into account a person's mental and emotional health during the last two weeks. It is commonly used as a screening test for potential mental health issues, and higher scores indicate greater general well-being. With 0 being never and 5 being always, each object is given a score.

**Reliability:** The World Health Organization-5 showed an excellent degree of internal consistency, with a result of 0.91 using Cronbach's alpha. Due to its negative correlations with related measures such as the PHQ-9 (-0.358), the PHQ-15 (-0.328), and the BDI-13 (-0.475), the WHO-5 is clearly a highly valid measuring tool. Factor analysis's ability to condense the WHO-5 questions to a single component, "psychological well-being," lends credence to the construct validity of the instrument.

### TURNOVER INTENTION SCALE

A short tool for assessing workers' plans to quit their present employer is the 6-item turnover intention scale (TIS-6). The TIS-6, which was created in 2013 by Bothma and Roodt, provides a simplified method of gauging the intention to leave an organisation. This makes it easier to include into other types of organisational research as well as practical uses. The six questions that make up the TIS-6 assess how often and how strongly thoughts of quitting one's employment occur. Each item is rated on a Likert scale, usually from "Never" to "Always," by respondents, who are reflecting their experiences during a certain period.

**Reliability:** Good internal consistency was indicated by a Cronbach's alpha of 0.80, as reported by Bothma and Roodt (2013).

#### *Statistical Analysis*

This study used SPSS for descriptive statistics, regression analysis, as well as Pearson correlation analysis to look at the connections between OCB, employee happiness, and intention to leave the company.

## RESULTS

This chapter details the findings from the data analysis that looked at how Organisational Citizenship Behaviour (OCB) affected employee happiness and intention to leave. In order to find trends, patterns, and correlations, statistical methods are used to examine the data collected from the Google Form questionnaire. The degree of association between OCB and the dependent variables is evaluated using descriptive statistics and inferential analysis. A better knowledge of workplace dynamics is enhanced by the results, which provide light on how OCB affects employee happiness, stress, and retention rates.

*Table 1: Descriptive statistics of all variables*

	<i>Organisational Citizenship Behaviour</i>	<i>Employee Well-Being</i>	<i>Turnover Intention</i>
<b>Mean</b>	35.92063	17.03175	18.34127
<b>Standard Deviation</b>	7.556299	4.401702	4.66161
<b>N</b>	126	126	126

Organisational citizenship behaviour (OCB), employee well-being, and turnover intention are the core variables in this study, and their descriptive statistics are shown in Table 1. There is a moderate to high degree of discretionary behaviours among employees, with some variety in replies, as indicated by the mean score of 35.92 and standard deviation of 7.56 for OCB. With a mean score of 17.03 and a standard deviation of 4.40, Employee Well-Being indicates that, on average, employees report a moderate level of well-being. The responses are pretty consistent. Employees' moderate degree of intention to quit their organisation is indicated by a mean of 18.34 and a standard deviation of 4.66 for turnover intention, however there are some variances in individual responses. All variables have the same sample size (N = 126), hence the results are comparable. Further statistical analysis may be conducted to study correlations between OCB, employee well-being, as well as turnover intention, however these findings give a basic knowledge of the data distribution.

**Table 2: Regression analysis of impact of organisational citizenship behaviour on employee well being**

<i>Regression Statistics</i>					
<b>Multiple R</b>				0.355813	
<b>R Square</b>				0.126603	
<b>Adjusted R Square</b>				0.119559	
<b>Standard Error</b>				4.130197	
<b>Observations</b>				126	

  

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
<b>Regression</b>	1	306.6158	306.6158	17.97434	0.000004
<b>Residual</b>	124	2115.257	17.05853		
<b>Total</b>	125	2421.873			

**H1:** There is a significant impact of organizational citizenship behavior on employee wellbeing.

Organisational citizenship behaviour (OCB) and employee well-being were examined in a regression analysis, which is presented in Table 2. With a R Squared value of 0.1266, we can see that OCB explains 12.66 percent of the variance in employee well-being, indicating a moderate connection. With a p-value (Significance F = 0.000004) significantly lower than the 0.05 threshold, the F-statistic (17.97) is statistically significant, indicating the significance of the regression model. This proves that OCB significantly impacts the happiness of workers.

The hypothesis (H1: Organisational Citizenship Behaviour has a considerable influence on Employee Well-Being) is accepted since the p-value is very significant ( $p < 0.05$ ). This study provides more evidence that OCB contributes to a pleasant work environment by showing that employees who participate in them report better levels of well-being.

**Table 3: Regression analysis of impact of organisational citizenship behaviour on turnover intention among employees.**

<i>Regression Statistics</i>					
<b>Multiple R</b>				0.198365	
<b>R Square</b>				0.039349	
<b>Adjusted R Square</b>				0.031601	
<b>Standard Error</b>				4.587362	
<b>Observations</b>				126	

  

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
<b>Regression</b>	1	106.8835	106.8835	5.079077	0.025972
<b>Residual</b>	124	2609.442	21.04389		
<b>Total</b>	125	2716.325			

**H2:** There is a significant impact of organizational citizenship behavior on turnover intention among employees.

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Regression analysis showing the effect of Organisational Citizenship Behaviour (OCB) on Employee Turnover Intention (Table 3): R Squared = 0.0393, suggesting a weak relationship; F-statistic = 5.08, statistically significant; p-value = 0.0259, below the 0.05 threshold, indicating a significant regression model; and finally, the results show that OCB accounts for 3.93% of the variation in employee turnover intention.

With a p-value lower than 0.05, we may accept the hypothesis (H2) that states organisational citizenship behaviour significantly affects employees' intentions to leave their current position. While OCB does affect turnover intention statistically, its actual influence is limited, according to the low R Squared value. When it comes to employees' plans to quit the company, other considerations could be more important.

**Table 4: Pearson correlation analysis of relationship between organizational citizenship behaviour, employee wellbeing and turnover intention among employees.**

	<i>Organisational Citizenship Behaviour</i>	<i>Employee Well-Being</i>	<i>Turnover Intention</i>
<b>Organisational Citizenship Behaviour</b>	1		
<b>Employee Well-Being</b>	0.355813	1	
<b>Turnover Intention</b>	0.198365	-0.01418	1

**H3:** There is a significant relationship between organizational citizenship behaviour, employee wellbeing and turnover intention among employees.

The Pearson correlation research that examined the relationships between organisational citizenship behaviour (OCB), employee well-being, and turnover intention is presented in Table 3. Increased OCB is associated with better employee well-being, according to a relatively positive connection demonstrated through a correlation value of 0.3558. A little positive correlation of 0.1944 within organisational citizenship behaviour (OCB) as well as turnover intention suggests that OCB is marginally linked to employees' intentions to leave the company. The correlation within employee well-being and intention to leave is -0.0142, which is weak and essentially inconsequential.

According to the data, we may accept the hypothesis that there is a substantial association between organisational citizenship behaviour (OCB), employee well-being (EWB), and turnover intention (H3). There may be other reasons besides employee well-being that impact their decisions to leave their positions, as indicated by the poor link between employee well-being and turnover intention.

## DISCUSSION

Organisational citizenship behaviour (OCB) has a significant effect on employee well-being and turnover intention, according to this study's results. According to the regression analysis ( $p < 0.05$ ), the results reveal that OCB significantly improves employee well-being, lending credence to the premise that voluntary actions in the workplace contribute to mental health. Nevertheless, there was a statistically significant association between OCB and turnover intention ( $p < 0.05$ ), although the effect size was rather small, indicating that other variables impact employees' intentions to quit an organisation.

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Organisational citizenship behaviour (OCB) has a significant effect on employee well-being and turnover intention, according to this study's results. According to the regression analysis ( $p < 0.05$ ), the results reveal that OCB significantly improves employee well-being, lending credence to the premise that voluntary actions in the workplace contribute to mental health. Nevertheless, there was a statistically significant association between OCB and turnover intention ( $p < 0.05$ ), although the effect size was rather small, indicating that other variables impact employees' intentions to quit an organisation. The results are in line with those of other studies that have investigated the connection between OCB dimensions and happiness indicators; one such study is Jauhari's (2016). Citizenship behaviours, whether aimed towards people (OCBI) or the organisation (OCBO), are favourably associated with mental wellbeing and negatively associated with burnout, according to Jauhari's study. This suggests that workers who participate in these behaviours have better psychological well-being. The results are consistent with our study, which found that happier employees had higher OCB.

Our results show that employees who participate in OCB report better levels of well-being, which is consistent with Jauhari's (2016) theory that OCB improves self-perception and psychological health. Similarly, OCB may operate as a buffer against emotional and mental weariness and stress on the job, as burnout was discovered to be inversely connected to relatedness, need fulfillment and mental wellness. Although burnout was not a metric in our study, the positive correlation between OCB and well-being lends credence to the idea that going above and beyond the call of duty creates a happy work atmosphere, which in turn improves mental health.

By showing a moderate link between OCB and employee well-being ( $r = 0.3558$ ), our study's correlation analysis lends credence to these claims, implying that OCB contributes to greater levels of work satisfaction, purpose, and emotional stability among employees. The modest association between employee well-being and turnover intention ( $r = -0.0142$ ) suggests that other personal or job-related variables may have a stronger impact on turnover decisions than well-being alone. This indicates that although OCB has a beneficial effect on well-being, it may not be able to significantly decrease the desire to leave.

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### **Conflict of Interest**

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