

# Subjective Well-Being As A Predictor Of Organisational Citizenship Behaviour: Evidence From The Indian Service Sector



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## Abstract

Modern Indian service industry is dependent on the behaviour of the employees that is often beyond the mandate as prescribed. Both technological competence and voluntary and cooperative employee work activism keep the service continuity, team coordination, and customer satisfaction in BPO and KPO organisations. These behaviours also known as organisational citizenship behaviour (OCB) are the most crucial in the high-paced services environments.

This study explores the relationship between organisational culture and subjective wellbeing of workers in the Indian outsourcing industry with a particular focus on the extent to which it influences organisational citizenship activity of workers. Our research strategy was a quantitative one, and our primary data are the survey of 200 individuals employed by BPO and KPO corporations in big cities across India. The subjective well-being, organisational citizenship, and culture were measured using standardised and validated measures. In SPSS, all the moderation, regression, and correlation studies were conducted. There are positive relationships between organisational citizenship behaviour and subjective well-being. Employees who were psychologically healthy had increased chances of volunteering, cooperating and being prosocial. The findings also reveal that the organisational culture is an important contextual factor, which supports the positive influence of well-being on discretionary employee contributions in supportive and participative organisational contexts.

The paper emphasises the fact that employee well-being is not just a personal psychological performance, it is an organisational asset that influences the effectiveness of behaviour. Service-sector organisations can ensure that cooperation and disengagement are mitigated by creating favourable cultural conditions and well-being programs which help to sustain performance in the long term. The results can be employed by human resource professionals, business executives and government officials in India in their effort to enhance service delivery by people being the key consideration.

**Keywords:** subjective well-being, organisational citizenship behaviour, organisational culture, Indian service sector, BPO, KPO, employee behaviour, workplace psychology

## 1. Introduction

The service sector of India has emerged as a significant source of economic development in this country and BPO and KPO organisations have taken a central role in the sphere of global service delivery. The environment within these organisations is extremely competitive due to constant contact with the clients, high performance standards, long working hours, and emotional labour expectations. That is why, it is necessary that the employees should always demonstrate not only technical perfection, but such qualities as flexibility, emotional stability and ability to cooperate with others.

In this type of work environment, organisational performance cannot be maintained by purely following the formal task execution. The willingness of employees to help others, to work together in teams, handle unforeseen demands, and even work outside the range of the contractual terms and conditions of their positions is very important in the

day-to-day operation. Voluntary habits related to OCB enhance the uniformity of workflows, quality of services and organisational strength. Service industries, especially those that are very labour-intensive, are especially susceptible to the presence or lack of such trends.

The companies are starting to comprehend the importance of the psychological experiences of the workers at the work station in conjunction with their greater attention to the behavioural performance. Subjective well-being is life satisfaction, emotional stability and the overall mental health and this is the result of individual mental and emotional evaluations of their lives. Employees in service jobs that involve high levels of emotional strain must be capable of coping with their stressors, suppressing their emotions, and maintaining positive interpersonal relationships; all of which are easier able to be demonstrated by workers who claim greater tendencies of subjective well-being.

Good behavior at the workplace is not necessarily a direct outcome of mental health of an individual. The organisational environment is the thing that matters in defining the way the individual psychological states are articulated in action. The organisational culture defines the values, behavioural norms, and unwritten expectations that direct the behaviour of the employees. The cultures that permit cooperation, trust and contributions of a personal nature (voluntary) are supported, and those that are rigid or performance-driven do not permit the workers to do more than what is expected of them in their role, irrespective of their personal well-being.

Thus, the behaviour of employees is a result of interplay between psychological resources inside people and the organisational conditions outside of them. Individual well-being and organisational citizen behaviour have both been addressed individually but the interaction between the two within the Indian service industry has been less empirical. Specifically, this break is most noticeable in BPO and KPO organisations, where emotional labour, shift, and performance pressure are combined and affect the experiences of employees greatly. This paper serves that need by looking at the subjective well-being of the workers and organisational citizenship in business process outsourcing and knowledge process outsourcing firms in India.

It also clarifies the influence of corporate culture with respect to this connection. The psychological well-being, discretionary behavior, and cultural situation are combined to present a complete picture of the employee performance under the high-pressure service conditions. The research through such an integrated approach contributes to both the theory of organisational behaviour and managerial practice. It attempts to illustrate the fact that the well-being of employees is not only a personal delivery but a core asset that, under the condition of the right organisational culture, precondition cooperation, engagement, and sustainable organisational performance.

## 1.1 Literature Review

### 1.1.1 Well-Being and Subjectivity in Organisational A set-Up.

Over the past few years, the focus on subjective well-being has shifted towards people being a measure of pleasure to companies being a useful psychological resource. It demonstrates how individuals consider their lives and how they feel about the way they work on a daily basis, their overall mental health, emotional stability, and happiness in life. Nowadays, the topic of subjective well-being has become a factor of organisational research which has an impact on employees perceptions, reactions, and attitudes towards their work environment.

The more subjectively well employees are, the higher the chances that they will be able to manage their emotions, are optimistic and resilient. Such psychological characteristics can make people remain calm, keep their relations healthy, and continue to survive difficult situations. Well-being is a balancing factor that prevents one to feel exhausted and uninterested in work in business of service-sector, more than deadlines and emotional working (BPO, KPO companies, etc.). The recent organisational research emphasises that well-being may not be regarded as the passive outcome of the job situation but as the active contributor to the improvement of behaviour performance. When one is in a good state of mind, they will tend to be more flexible, trusting and taking the initiative which are relevant in employment where you have to come across many people and clients. The more businesses depend on individuals collaborating rather than machines, the more the subjective well-being is significant in defining the performance of individual's day by day at work.

### 1.1.2 Organisational Citizenship Behaviour: Nature and Significance

In cases where they do things which are not mentioned in the job description but assist the organisation to operate more efficiently then they are demonstrating organisational citizenship. These traits are assisting colleagues without being requested, being nice and tolerant, adhering to the rules of the company even when they are not obligatory and being proactive to make the group achieve its objectives. Such activities play a significant role to the performance of organisations and social integration of groups, although they are not often associated with formal incentives.

The organisational citizen behaviour is of particular significance in industries offering services. The BPO and KPO firms rely on cooperation, coordination and informal cooperation to deal with shifts in workload, meet customer demands, and ensure that service delivery is 24/7. Workers also tend to draw on one another to address work related issues which cannot be addressed without the instructions given. Now, being a good citizen is no longer an option, it is a necessity.

It is found that an increased degree of corporate citizenship behaviour is associated with an improved level of service quality, satisfied customers and reduced supervisorial workload (Klein, Nijhof and Van den Belt 1996). Flexible and responsive work systems are in a better position to deal with stress and unpredictability when the individuals decide to participate in such processes. A major aim of the study of organisational behaviour is therefore to identify the psychological and environmental conditions that encourage such behaviour.

### 1.1.3 Connection of Subjective Well-Being and Organisational Citizenship Behaviour.

The correlation between subjective well-being of employees and their organisational citizenship activity has been examined in many theoretical frameworks that specify the power of pleasant emotions affecting behaviours. One prominent theory suggests that workers who are more psychologically able to perform acts of altruism may be those who report greater levels of emotional stability and life satisfaction. With high levels of psychological safety, people are less likely to invest their efforts to protect themselves and more willing to invest their efforts to assist others.

It is believed that, because positive emotions cause people to think and behave more adaptively, they perceive work conditions as something they can control, rather than something they should fear. Therefore, employees with high levels of subjective well-being are more likely to be collaborative, empathetic, and initiative. These moves are very close to the groups of the corporate citizenship behavior such as generosity, civility, and civic participation. When employees are content and happy with their jobs, they tend to believe that they are repaying their employers. Whenever employees feel that their psychological needs are met and facilitated, chances are high that they will exhibit positive attitudes and volunteer activities. Consequently, the organisational citizenship behaviour is not born out of the formal control systems; it is rather the reflection of mutual trust and perceived support of the company.

Empirical research that has been done under diverse organisational settings has indicated that the higher the levels of happiness, emotional balance as well as life satisfaction one reports, the more they tend to engage in discretionary activities in the workplace. Following these findings, it appears that subjective well-being of people is one of the inner psychological resources that encourage them to assist others and collaborate in the workplace.

### 1.1.4 Behavioural context Organisational Culture.

Even though it is subjective well-being that offers psychological preparedness to discretionary behaviour, it is organisational culture that defines whether this preparedness gets converted to behaviour. Organisational culture is a set of values, beliefs, as well as expectations of behaviour that employees use to understand what behaviour is acceptable at the workplace. It stipulates unofficial regulations as to cooperation, initiative, and interpersonal relationship that goes beyond official policies.

Cultures are at times classified in - cultural frameworks as collaborative, inventive, performance-oriented and control-driven cultures.

Trust, involvement and flexibility cultures embrace free communication and willingness to take part. Employees working in such workplaces feel safe to assist others, express their ideas and thoughts and lead without fear of being reprimanded. Conversely, cultures that are either too strict or too control-oriented often place compliance and production measures in the first place, the result of which is that talented and motivated workers will be less likely to take the initiative on their own. Research indicates that supportive organisational cultures are healthy to the health of employees and their behaviour as members of the respective organisations. When cultural norms promote justice, respect, and acknowledgment, employees get better chances to feel psychologically empowered in the workplace. This perception promotes favorable conditions to the expression of civic engagement.

Due to the fact that the service industry in India is characterised by the existence of collectivist social principles, greater emphasis is placed on organisational culture in this country. The aspect of interpersonal relation, team bond and interdependence is a big determinant of how the employees will behave in the work place. When such social norms are in line with organisational culture, employees will tend to demonstrate well being as a result of cooperative and citizenship-based behaviours.

### 1.1.5 The Well-Being Behaviour Relationship mediated by organisational Culture.

The recent organisational research has seen a change to embrace the significance of corporate culture in the determination of employee behaviour and the external expression of individual psychological conditions. Culture will either foster, reward, or discourage this potential, despite the subjective well-being that might offer the ability to behave well. The conclusion is that corporate culture has been considered as a mediator in the relationship between the state of happiness and corporate citizenship activities.

As supportive cultures and participation promote participation, subjective well-being is even enhanced, as the discretionary behavior becomes socially acceptable and worthy to the organization. When working in such environments, voluntary actions appear to workers as appropriate to the wishes of the company, and, as a result, it is more likely that their own well-being will contribute to cooperative behaviors. Conversely, where rules and performance are paramount to people, then workers might not wish to engage in extra-role behaviour due to concerns about workload, evaluation and work ambiguity. This buffer effect is most relevant in BPO and KPO firms, where there are high performance targets, and high degrees of interdependence with one another simultaneously. Cultural variables may act as psychological buffer

which encourages participation or a constraint which restrains behavioural realization. Corporate culture and subjective well-being viewed jointly would provide us with a clearer picture of the way organisational citizenship behaviour emerges under stressful service environments.

### 1.1.6 Research Gap and Rationale of the Study.

Even though existing literature on subjective well-being and organisational citizenship conduct presents a lot of foreign research, there are not many empirical studies that investigate the interaction of the two in the Indian service sector. The majority of Indian studies have examined work happiness, organisational commitment or leadership styles as phenomena that may lead to citizenship behaviour. More general measures of psychological well-being have not been studied as much.

Although there are limited empirical studies regarding the relationship between well-being and discretionary behaviour in the context of high-pressure outsourcing, organisational culture acts as a contextual variable that contributes to the association between the two. Because of the specific features of the BPO and KPO firms, including emotional labour, shift work, and the client-dependent nature of the business, it is essential to understand the manifestation of the psychological well-being in the civic behaviour. The gap that is taken care of in this present study is by providing a unified theoretical framework to study subjective well-being, organisational citizenship behaviour and organisational culture. With this it can be useful in good organisational research and in providing useful information in designing culturally sensitive and psychologically supportive working environments of the service industry in India.

### 1.1.7 Organisational Culture Role.

Organisational culture shapes the behaviour of the employees in a way that it develops shared values, conventions and expectations (Schein, 2010). The effect of personal well-being on extra-role behavior is more powerful in cultures that promote trust and collaboration. Participatory cultures have been shown to bring about innovation and prosocial behaviour (Cameron and Quinn, 2011). When on the other hand, there are strict or bureaucratic cultures, workers are less likely to do more than their nominal jobs.

The provided evidence, in its aggregate, indicates that subjective well-being is an important psychological predictor of organisational citizenship behaviour (OCB) which depends on corporate culture. Nevertheless, the empirical validation in the context of the service industry in India remains very limited and this was the reason why the present study was necessary.

The current study builds on these theoretical underpinnings and explores subjective well-being as an antecedent of organisational citizenship activity in the Indian service sector. It continues to focus on individuals employed by BPO and KPO firms that make a significant part of the Indian knowledge economy. Reliable people, who are accurate and take initiative are qualities that these companies expect their employees to possess, but they are not found in job descriptions. The awareness of the impact of employee well-being on these voluntary activities could guide companies to make good well-being policies, retain employees, and manage performance.

The study aims at contributing to the theoretical and practical fields. In theory, it integrates psychological concepts with behaviour outcomes to give a model that has been tested in reality to demonstrate the impact of good psychological conditions on pro social behaviours in workplace. Practically, it demonstrates HR professionals and business executives the way of including the well-being programs into the culture and work of their companies.

## 2. Methodology

### 2.1 Research Design

This study based on a quantitative cross-sectional research strategy was aimed at investigating how organisational citizenship behaviour relates to subjective well-being, and how corporate culture impacts the situation. A descriptive-correlational method does not require experimental manipulation and therefore was considered to be appropriate in the systematic examination of psychological and behavioural variables which happen naturally in real organisational situations.

It is an objective way of measuring employee perceptions and behaviors, and it is easy to statistically review the correlation between factors. The research methodology adheres to the current standards in organisational behaviour and research in positive psychology as the pursuit is based on the recognition of associative trends and predictive correlations, but not causative interventions. Similar to other settings in the service sector, the architecture also allows the application of the results.

### 2.2 Conceptual Framework

They developed the study paradigm based on the available theoretical perspectives that associate psychological well-being with discretionary workplace behavior. The concept suggests that the perception of subjective well-being has a positive impact on the organisational citizenship behaviour of an individual and that the level of the relationship depends on the cultural norms and psychological safety within the workplace, as identified by corporate culture. This model explains the origin of

voluntary employee behaviour in service-based enterprises by incorporating personal psychological resources with organisational contextual factors. This combined strategy is particularly significant in BPO and KPO environments in which emotional stability and collaboration have a great deal to do with achieving great outcomes.

### 2.3 Research Objectives

The research objectives used to design the methodology included:

1. To hypothesise the relationship linear relationship between subjective well-being and organisational citizenship behaviour among the staff in the Indian service sector.
2. To determine how the company culture influences the relationship between the subjective well-being and civic behaviour.
3. To educate the HR practices concerned with well-being in BPO and KPO businesses through empirical research.

### 2.4 Research Hypotheses

According to the conceptual framework and based on the previous studies, the hypotheses that were tested in the study were as follows:

H1: Subjective wellbeing is a significant predictor of organisational citizenship.

H2: Subjective well-being and organisational citizenship behaviour are more strongly related with supportive and participatory organisational cultures.

### 2.5 Population and Sampling Technique.

The sample of the research was the staff of the BPO and KPO companies located in major metropolitan regions across India such as Delhi NCR, Bengaluru, Pune, and Hyderabad. The selection of these places is due to the many services businesses in these locations and the diversity of workers.

A purposive sample approach was employed in a bid to ensure that those who responded to the questions had direct involvement in service provision, operations support, or dealing with clients. This approach ensured that individuals with a corresponding expertise within the organization were incorporated as well as that disparities with regards to functional roles, experience, and hierarchy.

The last sample size of 200 individuals was sufficient to give the correlation, regression, and moderation analyses the sufficient statistical power. The demographic composition of the sample reflected the necessary characteristics of the Indian outsourced population, therefore, increasing the representativeness and external validity of the findings.

### 2.6 Data Collection Procedure

Primary data was collected using a standardised questionnaire which was administered through the internet. The online approach of gathering data was selected because personnel working in various offices at different shifts all over the world found the electronic approach more convenient. People could also respond easily and anonymously and this strategy encouraged genuine responses.

A pilot study was conducted among a small group of people in the run-up to the main survey to get an idea of how unambiguous, pertinent and coherent the questions in the questionnaire were. The pilot phase responses were fed back upon, helping to improve the phrasing of the items and more accurately reflect the responses. The subjects were informed that the study was an academic one and that they have the choice of taking part or not. In the data collecting process, privacy and anonymity was upheld. Data were collected within a period of approximately three months to ensure that there was adequate response rate.

### 2.7 Measurement Instruments

The measurement of all constructs in the study with the well-known and validated measures ensured reliability and consistency with existing research.

### 2.8 Subjective Well-Being

Subjective wellbeing was measured by the Satisfaction with Existence Scale. This scale is a measure of their cognitive evaluation of their life. Using a five-point Likert scale, the respondents have a chance to evaluate their agreement or disagreement with five questions. The study sample had excellent instrument internal consistency.

### 2.9 Organisational Citizenship Behaviour.

The scale that was used to measure organisational citizenship behaviour in a multi-dimensional measure incorporated such vital qualities like civic virtue, civility, sportsmanship, and conscientiousness. The rate of discretionary behaviours was rated on a five-point Likert scale, and recorded. Reliability analyses reveal that this metric has extremely high measurements of internal consistency.

### 2.10 Organisational Culture

The company culture was examined with the help of the Organisational Culture Assessment Instrument relying on the Competing Values Framework. The tool evaluates the four fundamental cultural orientations hierarchy, adhocracy, clan, and market based on the aspects such as collaboration, adaptation, control, and performance focus. The reliability of the scale was sufficient in this study.

### 2.11 Preparation and screening of data.

Checks were also performed to ensure that the dataset was right and complete before any

statistical analysis was performed. Answers with substantial missing data were scrapped and we used mean replacement to fill gaps in the data where we had to. We tested the multicollinearity, outliers, and normality and all the variables satisfied the statistical assumptions.

### 2.12 Data Analysis Techniques

- The statistical analysis was done using SPSS (Version 26). They were done by the following means:
- Describe demographics and responses trends with descriptive statistics.
- Measured internal consistency of measurement scales through reliability test of Cronbach alpha.
- Pearson correlation analysis was performed to analyse correlations among subjective well-being, organisational citizenship behaviour and culture.
- Did a multiple regression analysis to show the relationship between subjective well-being and organisational citizenship behaviour.
- To determine the moderating role of the organisational culture on the well-being-citizenship relationship, analysed hierarchical regression.
- Two-sample ANOVA was used to compare corporate citizenship behaviour across cultures.
- These procedures permitted the analysis of the direct and contextual correlations of research variables to be conducted thoroughly.

### 2.13 Ethical Considerations

Each of the steps was conducted in respect to established guidelines of conducting research in the social sciences. All those who participated gave their informed consent, and we did not request any personal data. As per the research ethical standards that are required in the university, the data was utilized purely in academic terms and in high confidence and anonymity.

## 3. Results and Discussion

### 3.1 Descriptive Profile of the Respondents.

The demographic analysis reveals that the sample represents well the individuals who operate in the BPO and KPO industries of India. Only 200 people responded out of the 200; 55% of them were women, and 45% were men. This can be compared to the gender mix which is usually observed in service-based companies. Many of those who participated (77 percent) were aged 21-30 which explains that the majority of those who work in outsourcing are still in the early years of their careers. 46 percent of those who responded to the poll were working between two and five years, 28 percent were working in their first two years, and 26 percent were working in their first five years. This is a balanced distribution in terms of junior, mid-level and senior staff. The demographic characteristics indicate that the sample is adequate in exploring psychological and behavioural processes in jobs within the service sector.

### 3.2 Descriptive Statistics of the Study Variables.

We resorted to descriptive statistics to determine how the respondents were affected about their general levels of subjective well-being, organisational citizenship behaviour and organisational culture. The mean score of subjective well-being is 3.92 and its standard deviation measures 0.56. This is to say that the majority of the individuals who responded to the question believed they were healthy in mind, and content with their life. The average score of organisational citizenship behaviour was 3.87 (SD = 0.60) indicating that voluntary and cooperative behaviour was quite prevalent in the sample. Similarly, the organisational culture had an average score of 3.74 (SD = 0.63), indicating that most of the organisations that were sampled had organisational culture with traits that were very accommodating and participatory.

These descriptive results indicate the existence of favourable overall environment characterised by psychological well-being and discretionary conduct, which makes a good base in exploring the connections between the research variables.

**Table 1 Summarises the demographic characteristics of the participants.**

Variable	Category	Frequency	Percentage
Gender	Male	225	45.0
	Female	275	55.0
Age Group	20-25	180	36.0
	26-30	205	41.0
	31-35	75	15.0
	36 & above	40	8.0
Experience	<2 years	140	28.0
	2-5 years	230	46.0
	>5 years	130	26.0

### 3.3 Correlation Analysis

Pearson correlation analysis was utilized to examine the relationship among individual happiness, corporate citizenship and company culture. The three variables were found to have positive correlations which were statistically significant.

The presence of positive relationship between organisation citizenship behaviour and psychological well-being ( $r = 0.648, p < 0.01$ ) implies that the higher the employee well-being, the more he/she is likely to perform discretionary behaviours that have a positive effect on colleagues

and the organisation. There is an observable high positive correlation ( $r = 0.529, p < 0.01$ ) between the corporate culture and employee well-being, which implies that favorable cultural conditions promote well-being.

Corporate culture has a positive correlation with organisational civic action ( $r = 0.602, p < 0.01$ ), and it is important to note that cultural context plays a key role in motivating workers to volunteer. On the whole, these statistics demonstrate that mental health of service sector employees is strictly interconnected with their profession.

**Table 2 provides correlation between SWB, OCB and organisational culture.**

Variables	SWB	OCB	Org. Culture
SWB	1	.648**	.529**
OCB	.648**	1	.602**
Org. Culture	.529**	.602**	1
<b>Note: <math>p &lt; .01</math></b>	<b>SWB</b>	<b>OCB</b>	

The correlation between subjective well-being and OCB was found to be positive with a high value ( $r = .648, p < .01$ ). It can be assumed that employees with higher rates of well-being are also more likely to exhibit organisational citizenship practices. The high relation between SWB and organisational culture ( $r = .529, p < .01$ ) indicates that wellbeing thrives in favourable environments.

### 3.4 Regression Analysis: Subjective Well-Being Predictive Influence.

We analysed the topic of subjective well-being and organisational citizenship behaviour through multiple regression. The research results indicated

that the subjective well-being is highly predictive of the organisational citizenship behaviour (predictive value = 0.64,  $t = 14.32, p = 0.001$ ). The regression model has significantly explained the organisational citizenship behaviour variance by 42 percent and the  $R^2$  was 0.42. This result provides additional support to the fact that the mental health of workers is a significant influence on the changes in the discretionary behaviour at the workplace.

The findings suggest that the more workers in the Indian service sector subjective well-being expresses, the more likely to get involved in corporate citizenship activities, which offer strong empirical support to Hypothesis 1.

**Table 3 presents the regression model results.**

Predictor	$\beta$	t	Sig.
SWB → OCB	0.64	14.32	.000
$R^2$	.42		

The model ( $R^2 = .42$ ) explained 42 percent of the variance in OCB. One of the significant predictors that appeared was subjective well-being ( $= .64, t = 14.32, p < .001$ ). This confirms that the psychological well-being of employees is one of the significant factors that influence their citizen behavior.

### 3.5 Differences in Organisational Citizenship Behaviour Across Culture Types

One-way analysis of variance (ANOVA) was applied in order to compare the organisational citizenship behaviour in relation to different organisational cultures. The findings showed that there is a significant difference in the evaluation of civic

conduct depending on the context ( $F = 6.91, p < 0.01$ ).

Individuals working in cultures that promote hushpuppy and adhocracy tend to become good corporate citizens than individuals working in places where rules are more rigorous or market orientation is superior. The tendency demonstrates that collaborative, trustful, flexible, and innovative workplaces are more likely to get employees to deliver voluntary contributions.

The findings indicate that the organizational culture does not only influence the feeling of the employees towards their employment, but also influences the frequency of doing things that they do not have to do in the workplace.

The F-value (6.91  $p < .01$ ) indicates that the variation in the ratings of OCB according to the level of organisational culture is statistically significant. OCB ratings were rated higher among workers that were in supportive and collaborative cultures compared to strict and hierarchical cultures.

### 3.6 Moderation Analysis: Organisational Culture Role.

Our hypothesis was that hierarchical regression analysis would allow us to investigate the situational influence of culture within the workplace by establishing whether the organisational culture had any influence on the relationship between the subjective well-being and the organisational citizenship behaviour. Statistically, it was found that there was a significant interaction term between subjective well-being and organisational culture ( $\beta = 0.18, p < 0.01$ ). This result also adds more evidence that organisational culture enhances positive relationship between individual happiness and civic engagement at work. The effects of happiness on voluntary behavior were stronger in cultural environments where people were encouraged to participate and even supported than in those where people were more authoritarian or control orientated.

These findings lend some credence to Hypothesis 2 and indicate that organisational culture is an important condition of a boundary that determines the manner in which the happiness of employees is reflected in their behaviours at work.

### 3.7 Discussion of Findings

The findings of this study provide support to the premise that service industry employees in India service subjective well-being is one of the key determinants of their organisational citizenship activity. Upon questioning the employees in regard to their mental health, they were much more willing to volunteer to assist their colleagues, maintain their composure when under pressure, and even go the extra mile to make a difference.

The psychological beliefs hold that the emotionally stable can assist others better. These are the findings that support these views. Subjective well-being appears to be a valuable psychological facility that prevents the withdrawal of workers and can retain them in difficult BPO and KPO environments with managing the feelings and staying engaged over the long period being paramount factors.

Also giving credence to relational theories of behaviour at workplace is the strong predictive relation between subjective well-being and organisational citizenship activity. Emotionally and mentally satisfied workers at the workplace can respond with more loyalty and voluntary efforts as though they were reciprocating. Therefore, organisational citizenship behaviour is not formed based on incentives or formal control but as an

outcome of positive psychological experience employees are willing to go through. The given research contributes greatly to the study by focusing on the contextual influence of company culture. The findings indicate that culture plays a significant role in influencing the behaviors of individuals when they are happy. Even when subjective well-being is high among the employees, it is important to provide cultural environments in which they would be able to transfer psychological resources into civics. In participative and trust based cultures voluntary acts are perceived as social valued and within organisational norms hence the more likely workers will participate in such environments.

These findings have a specific implication in the context of the Indian service-sector. The BPO and KPO organisations are involved in the environment where teamwork, flexibility, and emotional labour form the part of performance. In case the organisational culture is consistent with the social values of cooperation and mutual support in general, the well-being of employees can be more likely to lead to the positive outcomes of behaviour.

### 3.8 Summary of Results

In conclusion, the findings indicate a high correlation between the organisational citizenship behaviour and the subjective well-being with the former being a good predictor of the latter at the work place. Organisational culture has a stronger correlation with both well-being and civic behaviour.

Collectively, these findings indicate that the organisational culture and the well of employees are complementary variables that are used in shaping how an individual should conduct themselves in the work environment. Culture determines either the support and continuation of this effort, whereas well-being offers the psychological context of the effort.

## 4. Discussion

The findings of this study indicate that the service industry employees in India are considerably affected by their subjective well-being in regard to their organisational citizenship activity. The voluntary behaviours like helping colleagues, maintaining teamwork amidst pressures, and making a difference besides the job requirements as spelt out in the job titles were more prevalent among those employees who indicated higher levels of psychological well-being. Such findings give the assumption that mental and emotional health are not independent variables but significant drivers of behavior in the work environment.

Reports that indicate that corporate citizenship behaviour is highly correlated with subjective well-being imply that employees with sound emotional health and general happiness have better chances of

being able to act altruistically at the workplace. Mental health appears to be a stabilising factor to the employees of business process outsourcing (BPO) and knowledge process outsourcing (KPO) organisations, as the employees have to deal with an intense customer, performance targets, and emotionally challenging events. Emotionally viable staff are not the stocks to retreat when team work is concerned and give the bare minimum effort required to complete the task.

Theoretically speaking, the results are consistent with the theories of positive psychology, which underlines the significance of positive affect in broadening behavioural options. When workers feel better in general, they will tend to cooperate to come up with solutions to the problems and be flexible when things get difficult in the workplace. The repertoires have expanded, which has increased their capacity to apply their judgement to enhance team performance and service continuity.

Moreover, the results can be aligned with the relational perspectives on behavior at the work place, such as the principles of social exchange. Workers are likely to give their best to the company when they have the emotional and mental support of the employer. Therefore, being a good corporate citizen is not perceived as a duty but a natural result of a stimulating psychological climate.

This study is an important contribution since it demonstrates that corporate culture can affect behavioural results in a context-specific manner. The results suggest that culture largely influences the expression of subjective well-being in the workplace by individuals who experience greater openness and accommodation in their work places than those who do not. This evidence supports the belief that that culture is a gatekeeper of behavior, which allows the expression of good mental conditions or does not.

Culturally supportive workplaces offer psychological safety that allows workers to take initiative without the fear of reproach and being overwhelmed with their duties. Conversely, even mentally stable employees are likely to be less disposed towards exercising judgement in the setting that is characterized by strict hierarchy or excessive performance pressure. This explains why in the absence of appropriate cultural conditions happiness cannot guarantee good behavioural outputs.

Corporate culture is also a moderating factor that supports this view. The findings indicate that the desirable influence of the subjective well-being on organisational citizenship behaviour is significantly stronger in cultures with high values of engagement and trust. The behaviour of citizenship is regarded as much valued and compliant to the organisational norms in these work places. This results in the fact that personal happiness is easier to invest in social profit.

These findings are highly important in the service economic scenario in India. Teamwork, emotional regulation, and adaptation ability are the essential traits in multicultural and client-oriented workplace environments that BPO and KPO firms are located. The effects of supportive environments, which promote cooperative behavior, might be enhanced by the collectivist view which is prevalent in most Indian businesses. With their guiding principles that are in line with communal norms of assisting each other and taking responsibility of actions, the companies tend to be more responsible as citizens. Overall, the discussion demonstrates the subjective well-being and organisational culture as the two elements which are mutually influencing behaviours of workers. Well-being supports discretionary effort and encourages or deters it within the society. In totality, these factors determine how far the employees can perform even beyond the call of duty as per their employment contract.

#### 4.2 Synthesis of Findings

The combination of the statistical and conceptual data demonstrates that subjective well-being is a powerful predictor of organisational citizenship behaviour and even that a good corporate culture increases this interdependence. Both positive and favourable environments enhance organisational value through the conversion of these psychological resources into altruistic and cooperative behaviour through high levels of SWB.

To the point, the results of this research confirm the concept that happy employees make organisations that perform well. It demonstrates that well-being is not only the right but also a wise move in businesses that ought to succeed in the global economy of services.

#### 4.3 Managerial and Theoretical Implications.

**Theoretical Implications**  
This study can make a great contribution to the body of knowledge on organisational behaviour and positive psychology. First, the study justifies the concept that subjective well-being does not only respond to work conditions, but also serves as a significant determinant of the work behaviour noticed. The experiment of the study confirms that subjective well-being is a powerful predictor of the organisational citizenship behaviour, which supports the idea of the active role of psychological condition on the level of employee loyalty to their organisations.

Second, the study contributes to existing organisational citizenship behaviour models by incorporating the subjective well-being in more frequent analysed variables like job satisfaction, dedication, and leadership. Such incorporation improves theoretical understanding with the focus on the fact that global life evaluations and emotional balance influence discretionary behavior,

particularly in the conditions of intense service. The findings reveal that civic behavior is determined not only by attitudes that are work-related but also by more general psychological functioning.

Third, organisational culture provides a moderating influence, which gives theory a considerable contextual dimension. The results suggest that the well-being of individuals does not operate separately; instead, behavioural reflection of the well-being is shaped by the culture norms, beliefs and expectations. With the well-being-citizenship relationship being micro-level psychological processes and macro-level organisational systems, the research combines both micro and macro levels of organisational culture as a border condition to substantiate it experimentally.

Finally, the research contributes to the scarcity of existing empirical studies on occupational well-being in third world countries. The study targets the BPO and KPO sector in India, hence extending the applicability of well-being and citizenship concepts beyond Western organisational cultures and identifying how culture and structure shape employee behaviour.

#### 4.4 Managerial and Practical Implications.

On a management perspective, the findings affirm the strategic importance of employee welfare in service-based companies. The HR professionals and managers need to realize that mental health is closely connected with the employees that are ready to cooperate, offer decent service, and hold the company together. Well-being programs are not to be viewed as an option, but a form of investment offering in the form of behavioural and performance rewards.

Firms operating in BPO and KPO environments could consider including well-being measures into their HR practices including engagement surveys, performance reviews and ways of retaining skilled staff. Providing mental health services, flexible working hours and supportive management styles could assist workers to psychologically be in a position to do more than the job demands.

The study emphasizes the importance of developing favorable corporate cultures. Working on the development of trust, ensuring people are engaged and promoting open communication are the goals that leaders should strive to achieve. Such cultural aspects are used in transforming employee welfare into corporate citizenship behaviour. The rewards systems should be such that they should reward teamwork rather than individual achievement in order to prompt people to make more discretionary contributions. It is also advisable that managers are wary of too strict and too control oriented cultures as they may suffocate voluntary effort even in the mind of a sound worker. High-pressure service environments might acquire benefits by encouraging psychological safety and facilitating

initiative, which will allow companies to tap into the entire behavioural potential of their workforce.

#### 4.5 Limitations and Future Scope.

The research is flawed in many ways, yet it does provide us with valuable insight into the relationship between subjective well-being, civic participation at the workplace, and culture.

The study was a cross-sectional research design because it took into account the thoughts and activities of the participants at one point in time. Although this method can be used to establish statistically relevant connections, it does not indicate the direction of the cause. Future studies can consider longitudinal or time-lagged studies as a measure of how well-being changes can influence citizenship behavior over time, particularly in high-pressure service settings.

Second, self-reported measures were employed and that could cause bias in the responses or social desirability effects. Because of perceived expectations, employees can fake good behavior or good health. The study can be improved in the future by incorporating multi-source data, such as assessment of civic behavior by the supervisor or peer ratings in addition to self-reports.

Third, the sample was narrowed down to BPO and key performance indicator (KPI) companies in some of the metropolitan areas in India. Inasmuch as such focus enhances the relevance of the context, it can limit its application to other industries or geographical settings. Future research can extend this paradigm to other areas of life like healthcare, education, manufacturing or public services to explore whether similar psychological and cultural processes also apply.

Fourth, the other traits which might have been significant were omitted, although organisational culture was regarded as a moderation factor. Theories such as emotional intelligence, psychological capital, perceived organisational support, leadership style, and work-life balance could be useful in explaining the association between well-being and discretionary behaviour. A combination of these aspects can offer a more precise understanding of the basic mechanics.

Lastly, this study was mostly devoted to hedonic aspects of well-being, such as life satisfaction and emotional balance. To obtain a more comprehensive view of employee well-being and its behavioural consequences, future research can improve its results by incorporating eudaimonic elements, including meaning, purpose, and personal development.

These shortcomings notwithstanding, the study does provide a strong outline to future studies as well as practical results that are relevant to contemporary service-based companies.

## 5. Conclusion

The existing study examined subjective well-being on organisational citizenship activity in the India service industry and examined the moderating role of organisational culture. Results, which were obtained based on the data gathered among BPO and KPO employees, suggest that the degree of discretionary behaviour among the employees in the workplace is largely determined by their mental health.

Employees felt better about themselves meaning that when they felt better, they could help the organization to run smoothly by being polite, cooperating, and volunteering. These are habits that exceed what is necessary in doing the job and are very significant in ensuring that service delivery and operational performance remains high in people dependent companies. The results additionally highlight how corporate culture has an immense impact on this relationship and multiplies the impact of well-being in supportive and participatory situations.

The study underlines the fact that employee well-being must be regarded as a strategic organisational resource and not as an individual phenomenon. In the case of good cultural conditions, well-being will assist individuals to work as a team, remain interested and keep the organization functioning over a long period of time. Conversely, behavioural benefits of well-being might not be utilised to their full in those cultures where there is rigidity or control orientation.

The research has given a comprehensive analysis of the behaviour of employees working in high stress service settings by integrating psychological well being, organisational citizenship behaviour, and organisational culture into an integrated analytical model. The results are useful to researchers, businessmen, and the government officials in India who are trying to create healthier, more cooperative, and stronger service-oriented businesses.

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