

The Influence of Psychological Well-Being on Organizational Citizenship Behavior: A Meta Analysis

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Abstract: This research focuses on the importance of psychological well-being (PWB) in enhancing organizations citizenship behavior (OCB), which is an essential factor in organizational effectiveness. Through a meta-analysis approach of 15 empirical studies from various countries and industries, this research found that PWB has a significant positive influence on OCB. Variations in the strength of this relationship based on cultural context and industry sector confirm the importance of considering contextual factors in the development of human resource development strategies. This study emphasizes that increasing employees' PWB can encourage OCB, which ultimately improves overall organizational performance. The findings offer practical insights for organizations in designing effective, contextualized well-being programs and new research opportunities in related topics for academics.

Key words: psychological well-being, organizational citizenship behavior, meta analysis.

INTRODUCTION

Development human resources wheregement (HRM) shows a significant increase in relevance and urgency in both the practical and academic realms. A sustainable HRM approach, as expressed by Kramar (2021), can manage the tension between financial, social, human and ecological goals, thereby contributing to more comprehensive workplace performance. In this context, high uncertainty in HRM management, as noted by Kwong et al (2021), demands continuous adaptation in HRM theory and practice to face dynamic challenges. In addition, You et al (2020) highlight the importance of meaningful work in the development of HRM, emphasizing positive aspects, significance and purpose, allowing for a holistic approach in research and practice. The adoption of innovative practices in HRM management, according to Jotabá et al (2022), can drive organizational success through improving strategic management, human behavior and organizational learning. Furthermore, Schaupp (2020) suggests that the emergence of new forms of HRM development can be explained through activity and evolutionary theoretical approaches, which emphasize the process of 'retooling' between new developmental challenges and available theories and methods.

Organizational Citizenship Behavior (OCB) or what in this article is written as "organizational citizenship behavior" is a concept first introduced by Dennis Organ and his colleagues in the early 1980s, which describes individual behavior in the workplace that is voluntary and not directly acknowledged by the organization's formal reward system, but overall supports the effectiveness of organizational functioning (Christy, Manohatran, and Yokesh, 2019; Xu, Xie, and Chung, 2019; Changaranchola and Samantara, 2024). OCB includes various actions such as helping coworkers, complying with organizational rules, refraining from complaints, and actively participating in organizational activities (Iqbal, et al, 2022; Choi, 2021). This behavior is known as "good soldier syndrome" because it reflects employees' willingness to go beyond the demands of their formal job for the good of the organization (Xu, Xie, and Chung, 2019).

The relevance and urgency of OCB in an organizational context is very significant. These behaviors not only increase organizational efficiency and effectiveness, but also provide a competitive advantage in the industry, help improve performance, and reduce maladaptive work outcomes such as stress and burnout (Alshahrani and Iqbal, 2021; Muntean, Curşeu, and Tucaliuc, 2022). OCB dimensions include altruism, sportsmanship, loyalty, individual initiative, obedience, civic virtue, and self-development (Nguyen, Tran, and Le, 2022; Setiyono and Hasni, 2023). These behaviors include actions such as helping coworkers reduce their workload, avoiding conflict, and providing constructive suggestions (Pelealu, 2022; Anthonie, et al, 2022). Thus, although OCB does not always produce immediate rewards, its long-term contribution to organizational stability, adaptability and productivity cannot be ignored (Alessandri, et al, 2021; Zhao, et al, 2020).

Psychological Well-Being(PWB) is a multidimensional concept that includes elements such as self-acceptance, positive relationships with others, independence, mastery of the environment, life goals, and sustainable personal growth (Anthonie, et al., 2022; Setiyono and Hasni, 2023). PWB is not just about experiencing more pleasure than pain, but rather involves efforts to achieve perfection and the realization of one's true potential (Christy, Manohatran, and Yokesh, 2019). It also includes positive self-evaluation, establishing warm and trusted relationships with others, as well as overall life satisfaction (Choi, 2021). An important aspect of PWB involves individuals' ability to recognize, explore, and develop their own unique potential, which can then result in life satisfaction and a healthy mental state (Pelealu, 2022; Dewi and Abadi, 2023).

In an organizational context, employee Psychological Well-Being has significant relevance. Employees with high PWB tend to be healthier, have better interpersonal relationships, and higher work performance, which benefits both the organization and society as a whole (Christy, Manohatran, and Yokesh, 2019). Positive interactions between employees can increase happiness, life satisfaction and work morale (Kang, et al, 2020). PWB also contributes to business growth and organizational performance, especially in facing complex work demands and life pressures (Ambhore and Ofori, 2023). Additionally, organizations with employees who have high PWB report better levels of commitment, dedication, and productivity, as well as higher participation in organizational citizenship behaviors, such as helping others and complying with regulations (Zieba and Gonsiorowska, 2023). Thus, supporting employee Psychological Well-Being is a crucial step to achieve overall organizational effectiveness and efficiency, as well as ensuring the long-term well-being of employees (Blasco-Belled and Alsinet, 2021; Tarish, 2023).

Psychological Well-Being not only influences an individual's well-being but also has a positive impact on their behavior at work. According to social exchange theory, employees who feel happiness tend to reciprocate the benefits they receive from the organization by showing extra behavior such as helping coworkers and obeying regulations (Alshahrani and Iqbal, 2021). This is confirmed by research by Choi (2021) which found that employees with high PWB participate more in OCB, have lower turnover intentions, and show higher performance and income. In addition, Affective Event Theory (AET) proposes that positive emotions arising from positive stimuli in the workplace can encourage extra-role behavior, including OCB (Huang, et al, 2021).

However, engaging in OCB can also result in additional workload and interfere with employee task progress (Xu, Xie, and Chung, 2019). Nonetheless, PWB can serve as a valuable resource in coping with this burden and encouraging OCB behavior (Huang, et al, 2021). Zhang, et al (2022) explain that PWB provides energy that motivates OCB behavior, while Dewi and Abadi (2023) emphasize the importance of organizations in creating conditions that increase employee PWB to achieve involvement in OCB. Increasing PWB is positively correlated with increasing OCB (Pelealu, 2022; Setiyono and Hasni, 2023). Changaranchola and Samantara (2024) revealed that happiness and positive emotions at work not only increase productivity but also strengthen social relationships and employees' tendency to participate in OCB.

Based on the results of mapping empirical studies, it appears that there are significant variations in the influence of Psychological Well-Being on organizational citizenship behavior (OCB) in

various countries and industries. Although most studies (Christy, Manohatran, and Yokesh, 2019; Wibowo, 2019; Xu, Xie, and Chung, 2019; Kang, et al, 2020; Alshahrani and Iqbal, 2021; Choi, 2021; Huang, et al, 2021 ; Anthonie, et al, 2022; Setiyono and Hasni, 2023; Changaranchola and Samantara, 2024) significant positive, as found in Indonesia, China, and South Korea, there are also findings showing a significant negative relationship, as in the study in India by Christy, Manohatran, and Yokesh (2019). These variations suggest that cultural and industrial contexts play an important role in influencing the relationship between Psychological Well-Being and OCB. Therefore, meta-analysis is highly relevant to identify general patterns and research gaps that may not be apparent in individual studies, as well as to provide a more comprehensive understanding of these dynamics across contexts.

Hypothesis development in this study aims to analyze the influence of PWB on organizational citizenship behavior (OCB) in general, as well as identifying differences in this influence based on country and industry. In general, PWB is predicted to have a positive influence on OCB, where employees with high PWB tend to participate more in OCB. However, the research results show variations in the influence of PWB on OCB in various countries and industries. Studies in Indonesia, China and South Korea mostly show a significant positive relationship, while in India a significant negative relationship is found. Recently, research related to OCB has received relatively high attention from researchers because there is still open space in terms of OCB insight (Sheeraz, Ahmad, and Nor, 2021). This research aims to identify common patterns and research gaps that may not be apparent in individual studies, as well as provide a more comprehensive understanding of the dynamics of PWB and OCB across various cultural and industrial contexts. The expected benefit of this research is to provide practical insight for organizations in improving employee welfare to encourage OCB, which will ultimately improve overall organizational performance.

DESIGN AND METHODS

This research uses a meta-analysis method to examine the influence of Psychological Well-Being (PWB) on organizational citizenship behavior (OCB). Meta-analysis is a systematic and quantitative approach to synthesizing the results of various studies that have been conducted previously, so that it can provide more comprehensive conclusions and stronger generalizations. The article selection process used in this research followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, as can be seen in the following image:

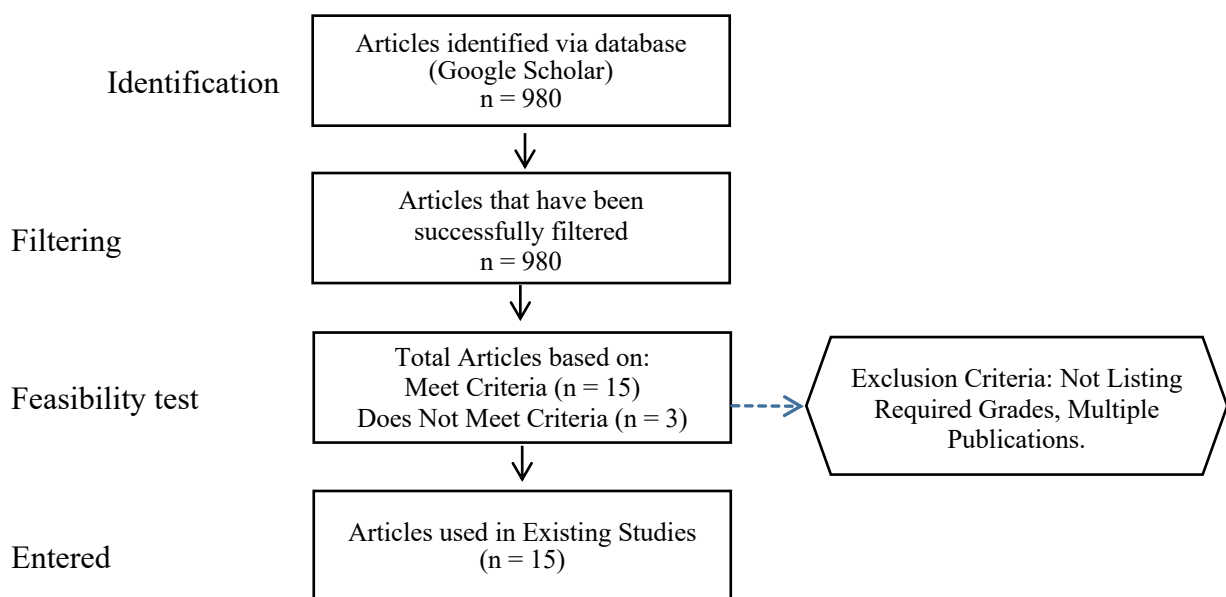


Figure 1. PRISMA Chart: Selection Process of Articles Used

(Source: Developed by researchers, 2024)

The criteria used in selecting articles to be included in the meta analysis model in this study include:

Inclusion criteria in this study include:

1. Article examining the influence of PWB on OCB.
2. Articles that provide quantitative data, including samples and correlation coefficients.
3. Articles published in English.

Exclusion criteria include:

1. Articles that do not include required values.
2. Articles published in languages other than English..
3. Articles that are dual publications.

The descriptive characteristics of the studies used in this research are summarized in the following table:

Table. 1. Descriptive Characteristics of the Studies Used

Studies	Samples (n)	Correlation coefficient	Country	Industry
Christy, Manohatran, and Yokesh (2019)	442	-0.620	India	Communication -Technology
Wibowo (2019)	34	0.543	Indonesia	Education
Xu, Xie, and Chung (2019)	264	0.482	China	Communication -Technology
Kang, et al (2020)	346	0.270	South Korea	Hospitality
Alshahrani and Iqbal (2021)	199	0.390	Pakistan	Education
Choi (2021)	649	0.494	South Korea, United Kingdom, United States, South Africa	Mixture
Huang, et al (2021)	495	0.340	China	Health
Anthony, et al (2022)	89	0.265	Indonesia	Health
Iqbal, et al (2022)	282	0.315	Pakistan	Health
Pelealu (2022)	124	0.482	Indonesia	Manufacture
Zhang, et al (2022)	435	0.739	China	Construction
Goddess and Immortal (2023)	42	0.488	Indonesia	Government
Setiyono and Hasni (2023)	58	0.261	Indonesia	Education
Tarish (2023)	45	0.720	Iraq	Government
Changaranchola and Samantara (2024)	308	0.766	India	Health

Source: Review of Empirical Studies, 2024.

This meta-analysis was carried out following several systematic stages to ensure the accuracy and validity of the results. First, articles that met the inclusion criteria were analyzed using the Pearson correlation coefficient to measure the strength of the relationship between Psychological Well-Being (PWB) and organizational citizenship behavior (OCB). Each correlation coefficient obtained from an individual study was converted into a Fisher's z-score to normalize the data distribution.

Next, the average effect size was calculated using a random effects model. This model was chosen because it takes into account variability between studies, which includes differences in cultural and industrial contexts. Heterogeneity between studies was measured using Q and I² statistics. The significant degree of heterogeneity indicates that the variability in effects is not simply due to sampling error (Göçen and Şen, 2021).

To test the hypothesis, subgroup analysis was conducted based on moderator variables such as country and industry. This analysis aims to identify whether cultural and industrial contexts influence the strength of the relationship between PWB and OCB. The final decision in hypothesis testing is based on a 95% confidence interval and a p value < 0.05 to determine statistical significance (Göçen and Şen, 2021).

RESULTS AND DISCUSSION

Instrument Testing in Meta Models

Heteroscedasticity testing was performed to ensure that the residual variability of the analyzed studies did not depend on the predicted values. This test is important to ensure the accuracy and validity of model estimates in meta-analysis. The results of the heteroscedasticity test are presented in Table 2.

Table 2. Heteroscedasticity Test

know^2	Q(df=14)	Hittite. p-Value	I ²
0.245	841.153	< 0.001	98,336

Source: Data processing results, 2024.

The analysis results in Table 2 show that the Q value is 841.153 with degrees of freedom (df) 14 and p-value less than 0.001, indicating that heterogeneity between studies is significant. A tau^2 value of 0.245 indicates considerable variability in effects between studies. The I² index of 98.336% indicates that almost all of the total variability is due to real heterogeneity rather than sampling error. Thus, it can be concluded that there is significant heteroscedasticity in the data, indicating substantial differences in effects between studies in this meta-analysis. Therefore, the use of a random effects model in this analysis is appropriate to capture the variability between different studies.

Effect Size Analysis

Effect size analysis was carried out to measure how much influence Psychological Well-Being had on organizational citizenship behavior in the study analyzed. Average correlation values were calculated to provide a general idea of the strength and direction of these relationships.

Table 3. Meta Analysis Results of Correlation Values

Estimate	Lower bound	Upper bound	Std. error	p-Value
0.449	0.194	0.704	0.130	< 0.001

Source: Data processing results, 2024.

The analysis results in Table 3 show that the estimated average correlation value is 0.449 with a lower limit of 0.194 and an upper limit of 0.704. The standard error of 0.130 and p-value < 0.001 indicates that the relationship between Psychological Well-Being and organizational citizenship behavior is statistically significant. This indicates that there is a fairly strong positive relationship between these two variables, where an increase in employee Psychological Well-Being (PWB) tends to increase their extraneous behavior in the organization (OCB).

The following figure presents a Forrest Plot depicting the distribution of correlation values from each of the studies analyzed. This graph helps in visualizing the variation in effect sizes from different studies.

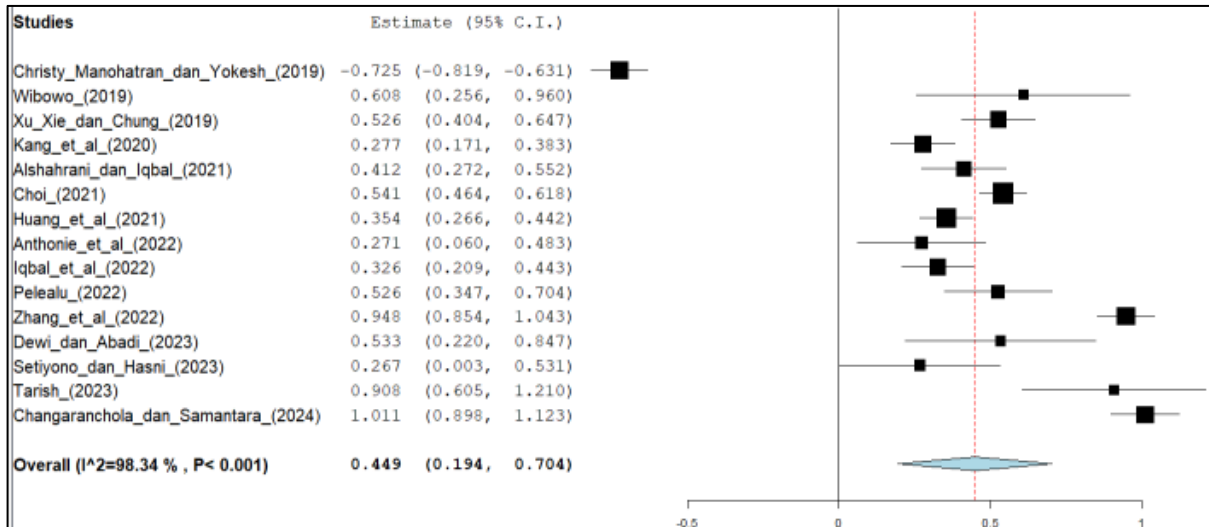


Figure 2. Forrest Plot

(Source: Data processing results, 2024)

The results of the analysis in Figure 2 show that the majority of studies show a positive correlation value between Psychological Well-Being and organizational citizenship behavior. Studies such as Zhang et al. (2022) and Changaranchola and Samantara (2024) show very high effects, while studies such as Christy, Manohatran, and Yokesh (2019) show significant negative correlation values. Overall, this Forrest Plot confirms that Psychological Well-Being has a significant impact on organizational citizenship behavior, although there is substantial variation between studies.

Publication Bias

Publication bias analysis was performed to ensure that the results of the meta-analysis were not influenced by the tendency to publish only studies with significant results. Figure 3 shows the Funnel Plot used to assess the symmetry of the effect size distribution.

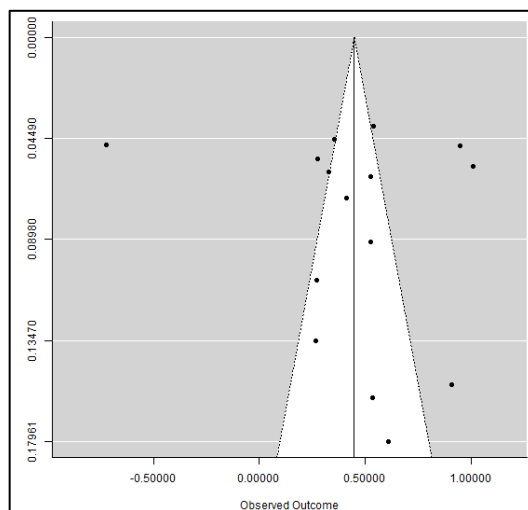


Figure 3. Funnel Plot

(Source: Data processing results, 2024)

The Funnel Plot in Figure 3 shows the symmetric distribution of the analyzed studies. The symmetry in this plot indicates the absence of significant publication bias. However, it should be noted that this interpretation of symmetry is often subjective and does not always provide a complete picture of publication bias. Therefore, it is difficult to make a definite decision based solely on the analysis of these images, so additional tests such as the Fail-Safe N Test are needed for further confirmation. The Fail-Safe N test was performed to measure the number of non-

significant studies needed to negate the meta-analysis results. The results of this analysis are presented in Table 4.

Table 4. Fail-Safe N Test

File Drawer Analysis			
	Fail-safe N	Target Significance	Observed Significance
Rosenthal	3080	0.05	<.0001

Source: Data processing results, 2024.

The results of the Fail-Safe N Test in Table 4 show that the observed significance level value is <0.0001, which means the probability of the results obtained randomly is very small, indicating very strong evidence to support the research hypothesis. The target significance level is 0.05, which is the general significance level used to determine whether the results obtained are statistically significant. A fail-safe N value of 3080 indicates the number of additional studies with non-significant results required to change the results of this meta-analysis to non-significant. This high fail-safe N value indicates that the results of this meta-analysis are very stable and not easily changed by additional non-significant studies. Thus, it can be concluded that the results of this research are very strong and valid, not influenced by publication bias.

Sub-Group Analysis

For the subcategory analysis, Choi's (2021) study was excluded from the model because the country and industry-related sample categories studied by Choi (2021) were not relevant for this analysis. This sub-category analysis aims to see variations in effect size based on country and industry, thus providing a deeper understanding of the influence of Psychological Well-Being on organizational citizenship behavior in various contexts.

Table 5. Subgroup Model Results: Country

Studies	K	Estimate	Lower bound	Upper bound	Std. error	p-Val
India	2	0.142	-1,558	1,843	0.868	0.870
Indonesia	5	0.426	0.287	0.564	0.071	< 0.001
China	3	0.609	0.236	0.983	0.191	0.001
Pakistan	2	0.361	0.272	0.451	0.046	< 0.001
South Korea	1	0.277	0.171	0.383	0.054	NA
Iraq	1	0.908	0.605	1,210	0.154	NA
Overall		0.443	0.155	0.731	0.147	0.003

Source: Data processing results, 2024.

The analysis results in Table 5 show variations in effect size based on country. Indonesia, China, Pakistan and Iraq show a significant and positive effect size with a p-value <0.001, indicating that Psychological Well-Being has a positive effect on organizational citizenship behavior in these countries. India showed insignificant results with a p-value of 0.870, while South Korea and Iraq only had one study so no p-value was available. Overall, the average effect size is 0.443, which shows a positive and significant relationship between Psychological Well-Being and organizational citizenship behavior in various countries. Next, a sub-category analysis based on industry was carried out to see how the effect size varied across various industrial sectors.

Table 5. Subgroup Model Results: Industry

Studies	K	Estimate	Lower bound	Upper bound	Std. error	p-Val
Communication-Technology	2	-0.100	-1,326	1,125	0.625	0.873
Education	3	0.405	0.269	0.541	0.069	< 0.001
Health	4	0.494	0.141	0.847	0.180	0.006
Government	2	0.723	0.356	1,090	0.187	< 0.001

Hospitality	1	0.277	0.171	0.383	0.054	NA
Manufacture	1	0.526	0.347	0.704	0.091	NA
Construction	1	0.948	0.854	1,043	0.048	NA
Overall		0.443	0.155	0.731	0.147	0.003

Source: Data processing results, 2024.

The analysis results in Table 6 show variations in effect size based on industry. Education, Health, Government, Manufacturing and Construction show significant and positive effect sizes with p-value <0.001. The Communication-Technology sector showed insignificant results with a p-value of 0.873. The Hospitality and Manufacturing industries only have one study so no p-values are available. Overall, the average effect size is 0.443, which shows a positive and significant relationship between Psychological Well-Being and organizational citizenship behavior in various industrial sectors.

DISCUSSION

The results of this meta-analysis confirm that Psychological Well-Being (PWB) has a significant positive influence on organizational citizenship behavior (OCB). This finding is supported by various studies which emphasize that employees with high levels of Psychological Well-Being tend to be more active in showing behavior that supports organizational effectiveness, such as helping coworkers, obeying rules, and engaging in organizational activities voluntarily (Choi, 2021; Xu, Xie, and Chung, 2019). For example, research by Kang et al (2020) shows that employees in the hospitality sector with high PWB are more likely to engage in OCB, which in turn increases customer satisfaction and overall organizational performance.

Nonetheless, variations in the influence of PWB on OCB based on cultural and industry contexts highlight the complexity of this relationship. A study by Christy, Manohatran, and Yokes (2019) in India found a significant negative relationship, which is different from findings in other countries such as China and Indonesia which showed a positive relationship (Zhang, et al, 2022; Dewi and Abadi, 2023). These differences may be due to variations in human resource management practices, cultural values, and industrial structures in different countries. Therefore, it is important for organizations to consider cultural and industry context in developing effective employee wellness programs.

In the context of social exchange theory, employees who feel appreciated and happy tend to reciprocate the benefits they receive by showing extra behavior that supports organizational goals (Alshahrani and Iqbal, 2021). Affective Event Theory (AET) also shows that positive emotions arising from a supportive work environment can encourage employees to engage in OCB (Huang, et al, 2021). Employees with high PWB are more likely to exhibit pro-social behavior, such as helping coworkers and obeying rules, which increases organizational effectiveness (Choi, 2021; Setiyono and Hasni, 2023).

However, it is important to note that engaging in OCB can also carry negative consequences, such as increased workload and potential burnout (Xu, Xie, and Chung, 2019). Therefore, organizations need to ensure that employees are not overburdened by the additional responsibilities associated with OCB. PWB can function as a buffer that helps employees overcome these pressures and remain motivated to participate in OCB (Huang, et al, 2021; Zhang, et al, 2022). This suggests that an effective wellbeing program must include strategies to manage workload and support work-life balance.

The results of this research have important practical implications for organizations in designing employee wellness programs. Programs that focus on personal development, self-acceptance, and forming positive relationships can increase employee PWB, which in turn encourages participation in OCB (Dewi and Abadi, 2023; Setiyono and Hasni, 2023). This study also opens opportunities for further research regarding mediating and moderating factors that may influence the relationship between PWB and OCB. Future research could explore how various contextual factors interact to influence Psychological Well-Being (PWB) and organizational citizenship

behavior (OCB), providing deeper insight into how to improve organizational performance through a holistic approach to employee well-being.

CONCLUSION

This research reveals that Psychological Well-Being (PWB) has a significant positive influence on organizational citizenship behavior (OCB) with a fairly strong correlation level. However, there is variation in the strength of these relationships across countries and industries, highlighting the importance of cultural context and industry sector in influencing these dynamics. Increasing PWB has been proven to encourage OCB, which in turn increases organizational efficiency and effectiveness.

The results of this study open opportunities for further study regarding factors that can strengthen or weaken the relationship between PWB and OCB. Future research could explore the mediating and moderating roles of other variables such as leadership, organizational culture, and social support. In addition, this research also shows the need for a more holistic approach in developing employee wellness programs that are tailored to specific cultural and industrial contexts.

This study has several limitations that need to be noted. First, variations in the methodology and research design of the analyzed studies may influence the results of this meta-analysis. Second, limited data available from some studies may affect the accuracy and generalizability of the results. Third, the primary focus on articles published in English may lead to language bias and ignore relevant research published in other languages. Therefore, further research with more diverse samples and more consistent methodology is needed to confirm these findings.

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