



Organizational Citizenship Behaviour and Subjective Well Being in relation to Occupational Stress among employees.

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Abstract:

This study aimed to analyze the relationship between organizational citizenship behaviour, subjective well being and occupational stress among bank employees. The Sample size comprises of **1000 respondents** (**500** employees of Public and **500** employees of Private sector banks). Researcher used primary as well as secondary data in the present exploratory research. A well-structured questionnaire was developed after an extensive review of literature and the exploratory investigations. As this research study on measures of Organisational Citizenship Behaviour, Subjective Well-being and Occupational Stress of Bank employees of both Public & Private sector. For analysing the data, researcher used **Statistical Package for Social Sciences (SPSS)-25 version** and **MS Excel-16** software/statistical tools. For the Trend analysis, MS Excel-16 was used specifically. From the result it was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that significance relationships between Organisational Citizenship Behaviour, subjective well being and occupational stress among bank employees.

Keywords: *Organisational Citizenship Behaviour, Subjective Well being and Occupational Stress.*

Introduction:

Nowadays, the dynamic structure of the environmental conditions presents some disadvantages for the organizations in competitive edge and sustainability. To be able to adapt the changing environmental conditions, it has been a must for the organizations to be open to change, team-oriented, proactive and learning organizations. In the current dynamic business environment human resources are the key determinant in any organizations for gaining competitive advantages. In today's era of competition, the

managing human resources an increasing employee's work efficiency on the basis of mutual participation and collaboration is a difficult task. In the process, the current dynamic organizational environment human resources are the key determinant in any organizations for gaining competitive advantages. The feeling that the staff belongs to the organization and they act as they know that they are one of the most important parts of the organization rather than their knowledge, abilities and experiences, is appraised as the most significant factor for the success of the organizations. From this aspect, organizational citizenship behaviour and subjective wellbeing concept has taken an important place in the literature from past to present. Organizational citizenship behaviour and subjective wellbeing helps both individual and professional development of employees and it brings an atmosphere which is essential to maintain cordial or amicable relationship between the employers and the employees. It facilitates employee's work efficiency and effectivity in a group or a team in a well-organized manner.

OCB helps in reducing labour turnover and retention of talented work force in the organization. With the advent of improvement in technology at work place, competition among organizations is also increasing. Organizations expect higher work productivity from their employees. Most of the organizations set higher goals of production and achievement of such targets. In the 21st century organizations, the management is no longer viewed as person who takes care of the prescribed activities in the traditional way, instead, the employer is responsible for managing employee expectations management objectives and reconciling both to ensure employee fulfilment and realization of management objectives. Organizational citizenship behaviour can help the organization to be successful in current environment and accelerate innovation and creative approaches for organizations. The present research is attempts to find out the relationship between organizational citizenship behaviour and subjective wellbeing in relation to occupational stress among employees and to suggest the solution on the basis of findings for enhancing the work efficiency and productivity of public and private sector employees.

Occupational stress is psychological stress related to one's job. Occupational stress refers to a chronic condition. Occupational stress can be managed by understanding what the stressful conditions at work are and taking steps to relegate those conditions. Occupational stress can occur when workers do not feel supported by employers or co-workers, feel as if they have less control over the work they perform or find that their efforts on the job are disproportionate with the job's incentives. Occupational stress is a concern for both employees and employers because stressful job conditions are related to employees' emotional, Psychological and subjective well-being, physical health, and it's job performance. Occupational Stress refers to the ongoing or progressing stress an employee experiences due to the responsibilities, conditions, environment, or other pressures of the workplace. There are several types of occupational stress, depending on the individual employee, their job role, the company culture, and more.

Organizational citizenship behavior is not part of the employee's informal job requirement but it's more on effective functioning of the organization. It more focus on the personal discretion itself and the matter of personal choice, Such as; attitude of the employees, conscientious, good manner, helpful and

cooperative. For example, they like to help others without selfish intent, they also actively involved in organizational activities and also they will perform the task beyond normal role requirement.

Conceptually, organizational citizenship behavior has been associated with social or communal work, for which no financially benefits or monetary gain are attached. Organizational citizenship behavior is job related behavior but is not tied to formal reward system of an organization, and is done to increase the effective operation of the organization. Organizational citizenship behavior is a form of extra role behavior which contributes to increase individual effectiveness in the service of overall organizational effectiveness.

Previous literature on subjective well-being proposed that well-being should be considered a broader phenomenon that involves affective, cognitive and behavioural aspects (Ryff 1989; Ryff and Keyes 1995; Seligman 2011). There are two main approaches to the concept of well-being: subjective well-being and psychological well-being. Subjective well-being is often used as an umbrella term covering various factors. Although there is a consensus that well-being is a multidimensional construct, different theoretical interpretations of the components have been proposed. Constructs of happiness and subjective well-being focus mainly on hedonic aspects of well-being – striving for maximisation of pleasure and positive emotions, but other constructs include eudaimonic aspects as well, such as autonomy and self-actualization (Fisher 2010).

Subjective well-being (SWB) is the personal perception and experience of positive and negative emotional responses and global and (domain) specific cognitive evaluations of satisfaction with life. It has been defined as “a person’s cognitive and affective evaluations of his or her life” (Diener, Lucas, & Oishi, 2002, p. 63).

Objective:

To identify the relationships between Organizational Citizenship Behaviour, Subjective Well being and Occupational Stress of bank employees.

Hypotheses:

Null Hypothesis(H0)1: There is no relationship between Type of banking sector and Organisation Citizenship Behaviour.

Null Hypothesis (H0)-2: There is no relationship between Type of banking sector and Subjective Well Being.

Null Hypothesis (H0)-3: There is no relationship between Type of banking sector and Occupational Stress.

Method:

Sample:

In this research, we have to select the population on the basis of demographic characteristics i.e **Public or Private sector Bank employees**. The target population, is that population to which we would like to draw inferences. Hence, the Sample size comprises of **1000 respondents (500 employees of Public and 500 employees of Private sector banks)**. **This is the population actually surveyed (the survey population n for the Final Survey).**

Data Sources: Secondary & Primary Data :

Basically, there are two types of sources when collecting data: primary and secondary data sources.

Primary sources are directly related to the study purpose. Primary data consists of all the data collected throughout the study that directly related to the study purpose, both personally gathered as well as data from a third party that has been collected with an equivalent purpose. **The primary data was collected through an empirical study. The empirical study was made through administering a questionnaire / schedule for Demographic Information, Organisational Citizenship Behaviour, Subjective Well-being and Occupational Stress.**

Secondary data on the other hand contains relevant data that has been collected with a different purpose, but from which conclusions is valuable for the purpose. **Researcher collected secondary data from selected official websites of Public & Private sector banks and other relevant sources. Secondary data was collected from recent and relevant research papers, articles, thesis and books.** Researcher used primary as well as secondary data in the present exploratory research. The major basis of research is both the primary as well as secondary data sources.

Questionnaire Development and Administration

Development of Research Constructs

For the purpose of study, several measures of Demographic Profile of the respondents, Organisational Citizenship Behaviour, Subjective Well-being and Occupational Stress of employees of Public and Private sector banks, were taken into account, after due discussion with research guide, academician, and expert professors and profound literature review.

Questionnaire Development

A well-structured questionnaire was developed after an extensive review of literature and the exploratory investigations. As this research study on measures of Organisational Citizenship Behaviour, Subjective

Well-being and Occupational Stress of Bank employees of both Public & Private sector, a final questionnaire was developed to conduct the pilot study on the respondents.

❖ Questionnaire had several Sections-

- Demographic profile of the respondents,
- Organisational Citizenship Behaviour
 - **Conscientiousness**
 - **Sportsmanship**
 - **Civic Virtue**
 - **Courtesy**
 - **Altruism**
- Subjective Well-being
- Occupational Stress

Types of Questions

The **close-ended structured questionnaires** was used for the benefit of data analysis. As mentioned previously, questionnaires' items were developed from related research and appropriately adapted. Respondents were asked to indicate their response on Demographic Characteristics such as age, gender and educational qualification. Respondents were asked close ended, **objective questions**, dichotomous questions and **multiple choice questions** for first section of the questionnaire.

Statistical Tools

For analysing the data, researcher used **Statistical Package for Social Sciences (SPSS)-25 version** and **MS Excel-16** software/statistical tools to apply various statistical tests mentioned above. For the Trend analysis, MS Excel-16 was used specifically.

Result and Discussion:

Chi-Square Analysis- Relationship between Organisational Citizenship Behaviour, Subjective Well Being and Occupational Stress of Bank employees.

Null Hypothesis (H0)-1: There is no relationship between Type of banking sector and Organisation Citizenship Behaviour.

Table: Crosstab- Banking sector * Organisational Citizenship Behaviour.

Crosstab			Organisational Citizenship Behaviour					Total
			Very Low Level	Low Level	Moderate Level	High Level	Very High Level	
Banking sector	Public Sector Bank	Count	3	8	19	7	463	500
		% within Banking sector	0.6%	1.6%	3.8%	1.4%	92.6%	100.0%
	Private Sector Bank	Count	10	31	84	72	303	500
		% within Banking sector	2.0%	6.2%	16.8%	14.4%	60.6%	100.0%
Total		Count	13	39	103	79	766	1000
		% within Banking sector	1.3%	3.9%	10.3%	7.9%	76.6%	100.0%

Interpretation: Out of **total 1000 respondents**, 1.3% respondents stated very low level, 3.9% respondents stated low level, 10.3% respondents stated moderate level, 7.9% respondents stated high level and 76.6% respondents stated very high level for the variable – Organisational Citizenship Behaviour.

- **Public Sector Bank:** Out of **total 500 respondents**, 0.6% respondents stated very low level, 1.6% respondents stated low level, 3.8% respondents stated moderate level, 1.4% respondents stated high level and 92.6% respondents stated very high level for the variable – Organisational Citizenship Behaviour
- **Private Sector Bank:** Out of **total 500 respondents**, 2.0% respondents stated very low level, 6.2% respondents stated low level, 16.8% respondents stated moderate level, 14.4% respondents stated high level and 60.6% respondents stated very high level for the variable – Organisational Citizenship Behaviour

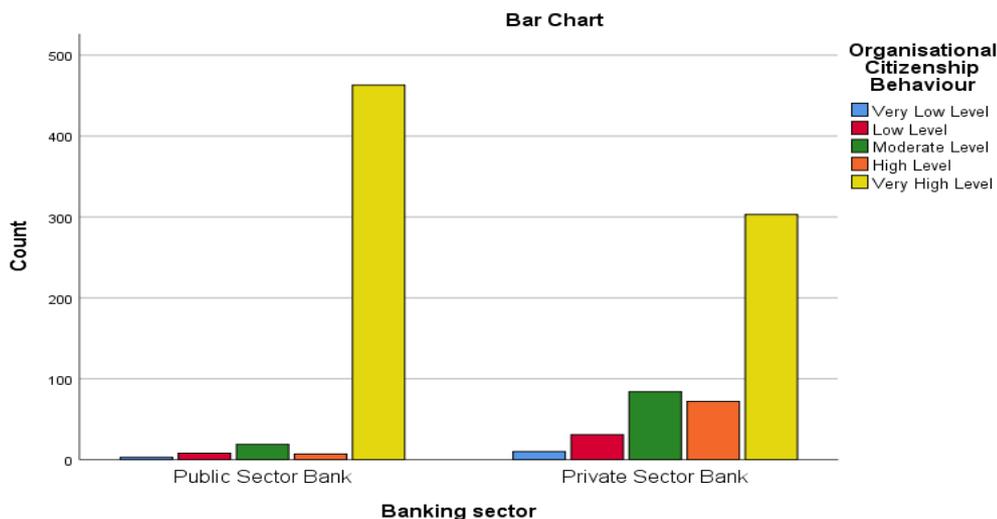
Table chi-square

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	145.254 ^a	4	.000
Likelihood Ratio	158.657	4	.000
Linear-by-Linear Association	100.937	1	.000
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.50.

Interpretation: From the table it was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are correlated**.

Bar Chart



Null Hypothesis (H0)-2: There is no relationship between Type of banking sector and Subjective Well Being.

Table Crosstab-Banking Sector* Subjective Well Being

Crosstab			Subjective Well Being					Total
			Very Low Level	Low Level	Moderate Level	High Level	Very High Level	
Banking sector	Public Sector Bank	Count	3	8	26	402	61	
		% within Banking sector	0.6%	1.6%	5.2%	80.4%	12.2%	100.0%
	Private Sector Bank	Count	10	40	95	203	152	500
		% within Banking sector	2.0%	8.0%	19.0%	40.6%	30.4%	100.0%
Total		Count	13	48	121	605	213	1000
		% within Banking sector	1.3%	4.8%	12.1%	60.5%	21.3%	100.0%

Interpretation: Out of **total 1000 respondents**, 1.3% respondents stated very low level, 4.8% respondents stated low level, 12.1% respondents stated moderate level, 60.5% respondents stated high level and 21.3% respondents stated very high level for the variable – Subjective Well Being.

- **Public Sector Bank:** Out of **total 500 respondents**, 0.6% respondents stated very low level, 1.6% respondents stated low level, 5.2% respondents stated moderate level, 80.4% respondents stated high level and 12.2% respondents stated very high level for the variable – Subjective Well Being.
- **Private Sector Bank:** Out of **total 498 respondents**, 2.0% respondents stated very low level, 8.0% respondents stated low level, 19.0% respondents stated moderate level, 40.6% respondents stated high level and 30.4% respondents stated very high level for the variable – Subjective Well Being.

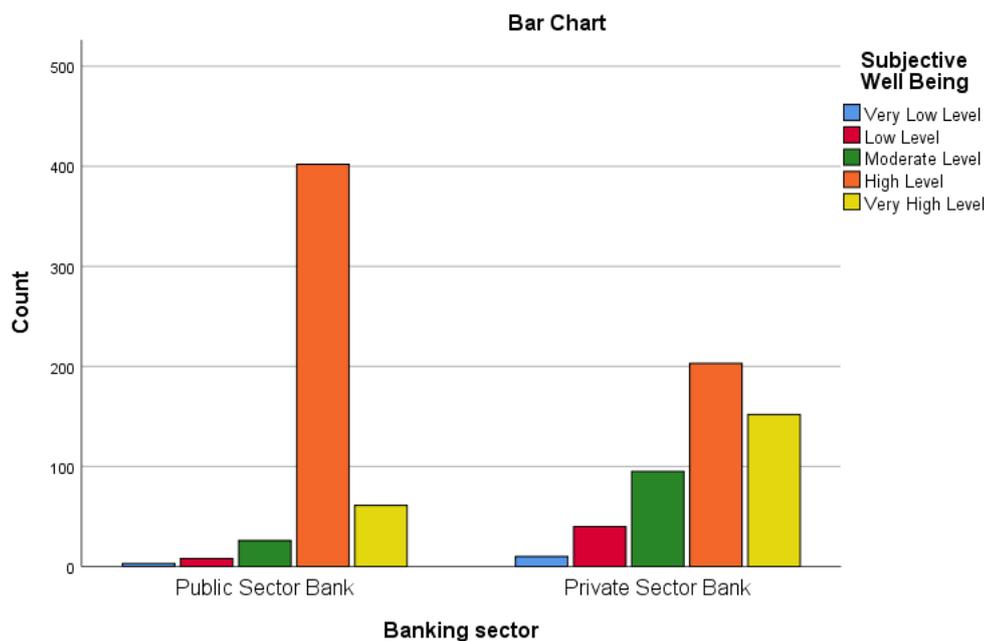
Table chi-square

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	168.784 ^a	4	.000
Likelihood Ratio	175.930	4	.000
Linear-by-Linear Association	6.184	1	.013
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.50.

Interpretation: From the table it was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we reject **null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are correlated**.

Bar Chart



Banking sector * Occupational Stress

Null Hypothesis (H0)-3: There is no relationship between Type of banking sector and Occupational Stress.

Table Crosstab- Banking Sector* Occupational Stress

Crosstab			Occupational Stress					Total	
			Very Low Level	Low Level	Moderate Level	High Level	Very High Level		
Banking sector	Public Sector Bank	Count	3	9	145	312	31		500
		% within Banking sector	0.6%	1.8%	29.0%	62.4%	6.2%	100.0%	
	Private Sector Bank	Count	13	42	84	164	197	500	
		% within Banking sector	2.6%	8.4%	16.8%	32.8%	39.4%	100.0%	
	Total		Count	16	51	229	476	228	1000
			% within Banking sector	1.6%	5.1%	22.9%	47.6%	22.8%	100.0%

Interpretation: Out of **total 1000 respondents**, 1.6% respondents stated very low level, 5.1% respondents stated low level, 22.9% respondents stated moderate level, 47.6% respondents stated high level and 22.8% respondents stated very high level for the variable – Occupational Stress.

- **Public Sector Bank:** Out of **total 500 respondents**, 0.6% respondents stated very low level, 1.8% respondents stated low level, 29.0% respondents stated moderate level, 62.4% respondents stated high level and 6.2% respondents stated very high level for the variable – Occupational Stress.
- **Private Sector Bank:** Out of **total 500 respondents**, 2.6% respondents stated very low level, 8.4% respondents stated low level, 16.8% respondents stated moderate level, 32.8% respondents stated high level and 39.4% respondents stated very high level for the variable – Occupational Stress.

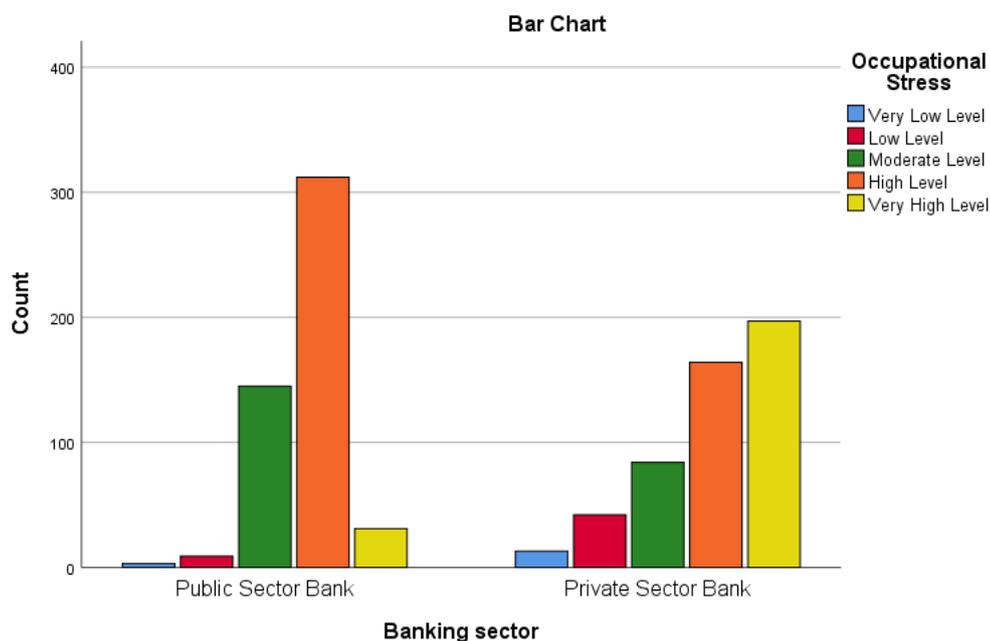
Table chi-square

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	210.728 ^a	4	.000
Likelihood Ratio	227.926	4	.000
Linear-by-Linear Association	21.917	1	.000
N of Valid Cases	1000		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.00.

Interpretation: From the table it was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are correlated**.

Bar Chart



Chi-Square Analysis- Relationship between Banking sector and -Organisational Citizenship Behaviour, Subjective Well Being, Occupational Stress.	
Null Hypothesis (H0)-1: There is no relationship between Type of banking sector and Organisation Citizenship Behaviour.	Rejected
Null Hypothesis (H0)-2: There is no relationship between Type of banking sector and Subjective Well Being.	Rejected
Null Hypothesis (H0)-3: There is no relationship between Type of banking sector and Occupational Stress.	Rejected

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