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Ganpat University-Faculty of Management Studies Journal of Management and Research (GFJMR) is the official Bi-annual Refereed Journal of Faculty of Management Studies, Ganpat University (GNU-FMS) with ISSN 2229-4651. GNU-FMS believes in the power of research and knowledge sharing. The GFJMR endeavors to promote and disseminate the knowledge to the large numbers of academicians, researchers, students and practitioners across the world in the complex multi-disciplinary management field. The journal encourages theoretical and empirical research papers and articles, case studies and book reviews of relevance to both academicians and practitioners from the areas such as finance, accounting, marketing, operations management, human resource management, statistics, international business, information technology, environment, risk management, globalization and related areas. Articles reflecting diversity, cross-functional nature of management and emerging concerns are also considered for publication.

Authors are encouraged to contribute their research articles, papers, case studies and book review for the publications.

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## Linking Engagement to Citizenship: How Well-being Shapes Gen Z Employees' Workplace Behaviors

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### Abstract

It has become increasingly popular to consider employee engagement as a really important factor, contributing to success by increasing productivity, satisfaction, and retention. One major outcome of engagement is the expression of Organizational Citizenship Behavior (OCB) that refers to voluntary actions that deviate from normal job expectations in order to help workplace functioning. Even though the literature has studied the relationship between engagement-OCB, fewer studies have observed the mediation of employee well-being in this relationship. This research fills this gap with dimensions of well-being, inclusive of psychological, social, and workplace well-being, while also focusing on Gen Z employees, who are now becoming a significant part of emerging workforce segment. By employing descriptive research design, data were collected from 363 responses using a structured questionnaire and analyzed through SPSS v30, and with Hayes' Process (Model 4) also employed for determining the mediation effect. The results revealed how employee engagement directly affects employee well-being and OCB with a significant impact. Moreover, well-being partially mediates this relationship, suggesting that organizations aiming to enhance OCB should prioritize both engagement initiatives and comprehensive wellness programs. These findings have practical implications for HR professionals seeking to foster a motivated, proactive, and high-performing workforce.

**Keywords:** Employee Engagement, Organizational Citizenship Behavior (OCB), Employee Well-being, Mediation, HR Practices, Gen Z.

## 1. Introduction

In today's highly competitive and dynamic business environment, employee engagement has become a central theme in organizational behavior research due to its strong correlation with performance, job satisfaction, and retention (Kahn, 1990; Saks, 2006; Anitha, 2014). One of the most significant outcomes of high engagement levels is Organizational Citizenship Behavior (OCB), which includes discretionary, non-mandatory actions that contribute to organizational efficiency, such as helping co-workers, being punctual, and demonstrating initiative (Organ, 1988; Podsakoff et al., 1990). While prior studies have extensively explored the direct relationship between engagement and OCB, there remains limited empirical evidence on the mediating factors that may influence this link, particularly employee well-being. Well-being, a multi-dimensional construct encompassing emotional, psychological, and social health, may serve as a key psychological mechanism explaining how engagement translates into OCB (Ryff et al., 2021; Guest, 2017). This research addresses existing gaps in the literature by examining the mediating role of employee well-being in the relationship between employee engagement and organizational citizenship behavior (OCB). Engaged employees are more likely to go beyond their formal job responsibilities and display discretionary behaviors aligned with OCB (Saks, 2006; Rich et al., 2010). Furthermore, employee engagement has been positively associated with psychological well-being, as engaged individuals tend to experience greater job satisfaction, reduced burnout, and higher vitality (Hakanen et al., 2006; Schaufeli et al., 2008). Well-being, in turn, has been found to enhance positive workplace attitudes and behaviors, including OCB, by strengthening emotional and psychological resources (Organ & Ryan, 1995; Ilies et al., 2011). Recent studies suggest that employee well-being may serve as a psychological mechanism that links engagement to OCB, thus playing a mediating role in this relationship (AbuKhalifeh & Som, 2013; Rai & Maheshwari, 2021). By integrating these constructs, this study aims to explore how well-being activates and enhances the pathway from engagement to citizenship behavior.

Recent studies from the post pandemic era also reinforced these dynamics. It was found that employee engagement enhances psychological well-being, which in turn predicts OCB, consistent with JD-R theory (Chen and Wang 2024). In hybrid workplaces, well-being acts as a significant mediator between engagement and OCB (López-Sánchez and García 2024). Gen Z employees are more likely to translate engagement into OCB primarily through well-being pathways. Gen Z's well-being expectations in hybrid work settings are critical for fostering engagement and prosocial workplace behavior. (Kaur & Sharma; Patel & Krishnan 2025).

Accordingly, the present study is guided by the objective of examining how employee engagement influences organizational citizenship behavior, with a particular focus on the mediating role of employee well-being in this relationship. It seeks to analyze the direct relationship between employee engagement and OCB, assess how engagement contributes to employee well-being, explore the effect of well-being on OCB, and determine whether well-being serves as a mediating psychological mechanism linking engagement to OCB. These objectives are framed to bridge theoretical gaps in understanding how engagement translates into extra-role behaviors, particularly through emotional and psychological pathways. To achieve these aims, the study is structured around four core research questions: (1) Does employee engagement significantly influence organizational citizenship behavior? (2) Does employee engagement enhance employee well-being? (3) Does employee well-being positively affect OCB? and (4) Does employee well-being mediate the relationship between employee engagement and OCB? By addressing these questions, the research contributes to both academic theory and practical human resource development by identifying how organizations can foster a psychologically supportive environment that drives prosocial workplace behavior.

These research questions and their answers are pertinent both from a theoretical and practical perspective; theoretically, they enhance the present-day understanding of how psychological constructs like well-being influence behavioral outcomes, while practically, they offer insights for organizations aiming to design

policies and interventions that simultaneously promote engagement and positive performance outcomes (Rasool et al., 2021; Pradhan & Hati, 2022). The study has three core variables: employee engagement as the independent variable, employee well-being as the mediator, and organizational citizenship behavior as the dependent variable. The research is grounded in the Job Demands–Resources (JD-R) model, which posits that job resources (like autonomy and support) foster engagement and well-being, and in Social Exchange Theory (SET), which suggests that when employees feel supported, they reciprocate with positive behaviors like OCB (Bakker & Demerouti, 2008; Blau, 1964). By applying this integrated framework, the study aims to provide a comprehensive view of how organizations can foster a motivated and well-balanced workforce. As modern workforces—especially Gen Z—prioritize meaningful work, mental health, and supportive environments, understanding these dynamics is more relevant than ever (Richman et al., 2008; Grant et al., 2007; Chen & Wang, 2024; López-Sánchez & García, 2024; Kaur & Sharma, 2025; Patel & Krishnan, 2025). This study thus contributes to both academic discourse and practical human resource management by highlighting how organizations can leverage engagement and well-being to promote voluntary, high-impact behaviors that drive long-term success.

## **2. Literature Review**

### **Research Gap**

While previous studies have explored the interconnections among well-being, worker engagement, and organizational citizenship behavior (OCB), little literature has addressed employee well-being as a mediator of engagement and OCB (Guest, 2017; Pradhan & Hati, 2022). This study attempts to bridge the gap by exploring well-being in terms of psychological, social, and work aspects (Ryff et al., 2021; Saeed et al., 2023) and generational influences on engagement and OCB (Grant et al., 2007; Richman et al., 2008).

### **Employee Engagement and Organizational Citizenship Behavior**

Employee engagement and Organizational Citizenship Behavior (OCB) are closely interlinked constructs that play a vital role in enhancing overall organizational effectiveness. Engaged employees, who are emotionally and cognitively invested in their work, tend to display behaviors that go beyond their job descriptions. This includes helping colleagues, volunteering for extra tasks, and showing initiative—hallmarks of OCB. According to Rastogi (2013), involved employees exhibit greater commitment and a higher likelihood of exceeding formal job duties, thereby becoming instrumental to organizational success. These discretionary behaviors are not explicitly rewarded but contribute significantly to a positive organizational climate and improved performance outcomes.

Markos and Sridevi (2012) further emphasize that emotionally committed employees are not only more loyal but also more proactive in their roles. They willingly take on additional responsibilities and demonstrate adaptability, cooperation, and a strong sense of ownership. This form of involvement fosters a culture of mutual support and continuous improvement. Studies consistently show that such employees exhibit a strong correlation with various dimensions of OCB, such as altruism, conscientiousness, civic virtue, and courtesy. Hence, when employees are deeply engaged, they are more likely to adopt these behaviors voluntarily, positively influencing team dynamics, customer satisfaction, and long-term organizational sustainability.

H1: Employee engagement is positively related to organizational citizenship behavior.

### **Employee Well-being and Organizational Citizenship Behavior**

Employee well-being plays a crucial role in fostering Organizational Citizenship Behavior (OCB), which encompasses voluntary, extra-role actions that contribute to an organization's overall effectiveness (Organ, 1988). Employees who experience higher levels of emotional, cognitive, and social well-being are more likely

to engage in OCB, such as helping colleagues, showing initiative, and promoting a positive work environment. This is because well-being enhances psychological resources like resilience, empathy, and optimism, which are foundational to discretionary behaviors that go beyond formal job requirements.

According to Wright et al. (2007), individuals who feel emotionally balanced and supported are more inclined to exhibit trust and cooperation—key components of OCB. Similarly, Grant et al. (2006) argue that when employees experience well-being, they are more likely to perform behaviors that benefit the organization, such as taking on responsibilities voluntarily and supporting team goals. AlZgool et al. (2023) further affirm that well-being strengthens prosocial behavior at work, thereby enhancing organizational performance.

Moreover, a positive organizational climate that prioritizes employee well-being acts as a catalyst for OCB. When employees perceive that their psychological and social needs are valued, they reciprocate with loyalty and enhanced performance, creating a cycle of mutual benefit that strengthens both individual and organizational outcomes.

H2: Employee well-being is positively related to organizational citizenship behavior.

### **Employee Engagement and Employee Well-being:**

Employee engagement and employee well-being are intrinsically connected and mutually reinforcing. As Jena et al. (2018) note, low levels of engagement often correspond with diminished well-being and reduced performance. When employees feel disengaged, they are more likely to experience stress, dissatisfaction, and burnout, all of which negatively impact their overall sense of well-being. Conversely, when organizations actively foster engagement through meaningful work, recognition, and opportunities for growth, employees are more likely to feel emotionally and psychologically fulfilled.

Supportive human resource practices play a key role in enhancing both engagement and well-being. Vanhala and Tuomi (2006) emphasize that effective training, fair compensation, and transparent HR policies not only equip employees with the skills they need but also make them feel valued and respected. This, in turn, fosters a sense of belonging and motivation. Furthermore, the alignment with Maslow's concept of self-actualization (Ryff et al., 2021) suggests that engaged employees are more likely to reach their full potential, both personally and professionally.

Engaged workers tend to be more optimistic, resilient, and committed to their goals. Their high energy and enthusiasm lead to increased productivity and stronger organizational performance. Therefore, investing in employee engagement is also an investment in holistic employee well-being.

H3: Employee engagement positively influences employee well-being.

### **Mediating Role of Well-being:**

The mediating role of employee well-being is pivotal in understanding the relationship between job engagement and Organizational Citizenship Behavior (OCB). According to León and Finkelstein (2016), well-being acts as a psychological mechanism that transforms engagement into proactive, extra-role behaviors. When employees are engaged, they are emotionally and cognitively invested in their work. However, it is their state of well-being—marked by positive emotions, mental clarity, and social connectedness—that enables them to go beyond formal job expectations and contribute voluntarily to the organization through OCB.

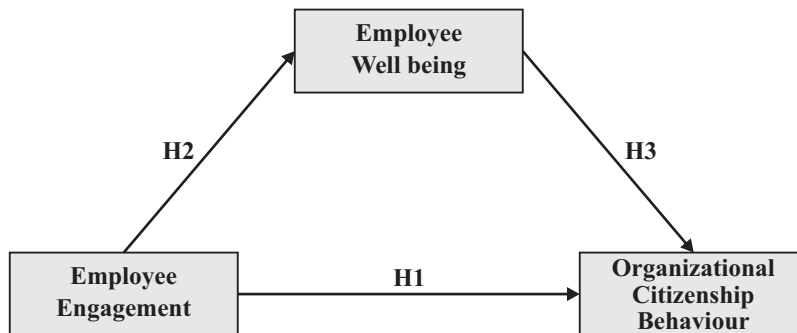
Interestingly, the study by León and Finkelstein (2016) also reveals that whether employees perceive OCB as part of their job (in-role) or outside of it (extra-role) does not significantly alter the impact of well-being on OCB. This finding suggests that well-being is a consistent predictor of OCB, regardless of how employees interpret the boundaries of their roles. In essence, when employees feel well—physically, emotionally, and

socially—they are more likely to help others, show initiative, and act in the organization’s best interests, regardless of formal job descriptions.

This highlights the importance of fostering a healthy work environment, where engagement initiatives are supported by policies and practices that nurture overall well-being, thereby strengthening OCB and organizational effectiveness.

H4: Employee well-being mediates the relationship between employee engagement and organizational citizenship behavior.

Based on the literature the following conceptual framework has been created:



*Figure 1: Conceptual Framework*

### 3. Methodology

This empirical study aims to examine the impact of employee engagement on organizational citizenship behavior (OCB), with employee well-being serving as a mediating variable. The methodology is presented in two key parts: data collection and sampling, and data analysis (Phillips, 2019).

#### 3.1. Data Collection and Sampling

A self-administered questionnaire (SAQ) was used for data collection. SAQs are known to enhance respondent autonomy, reduce social desirability bias, and ensure consistency in responses (Bowling, 2005). The scale items were adopted from established literature with documented reliability and validity (DeVellis, 2017), covering constructs of employee engagement, employee well-being, and organizational citizenship behavior (OCB).

The data was collected from employees working in automotive production departments across different organizations in India. A non-probability convenience sampling method was used, chosen for its accessibility and relevance to the research context. To ensure adequate variability, responses were gathered from both online channels (social media, email) and offline settings (during training sessions). This hybrid approach helped reach a diverse cross-section of participants actively involved in production and HR-related workflows.

Before final deployment, the questionnaire underwent a pilot test with 40 participants, comprising faculty, administrative, and technical staff. Based on the feedback, necessary refinements were made to improve the face and content validity of the instrument (Cooper & Schindler, 2003; Saunders et al., 2009).

Out of 370 questionnaires distributed, 363 valid responses were retained after removing incomplete or outlier cases, yielding a response rate of 71.08%, which exceeds the acceptable benchmark for SEM-based studies (Hair et al., 1998). According to Kline (2011), a minimum of 10 responses per item is recommended for structural modeling. With 21 scale items, the final sample size of 363 meets this requirement.

### 3.2. Measurement Instrument

The study employed established multi-item measurement scales drawn from validated sources in existing literature. All items were measured using a five-point Likert-type scale ranging from 1 (Strongly disagree) to 5 (Strongly agree), enabling respondents to express the degree of agreement with each statement. Employee Engagement was measured using nine items adapted from Rich et al. (2010) and Schaufeli et al. (2002). Statements such as “I exert my full effort to my job” and “At work, I feel bursting with energy” captured the affective and cognitive dimensions of engagement. Employee Well-being was assessed using six items derived from Ryff et al. (2021) and Pradhan & Hati (2022). Items such as “My job contributes positively to my psychological health” and “I feel satisfied with my work life” were used to assess workplace-related emotional and mental health. Organizational Citizenship Behavior (OCB) was captured through six items based on Podsakoff et al. (1990). Example statements include “I help others who have heavy workloads” and “I attend meetings that are not mandatory but considered important.” The items were presented in a single structured questionnaire along with a brief introduction outlining the purpose of the study and a statement assuring respondent anonymity and data confidentiality. The instruments were pre-tested for clarity and relevance during the pilot phase and demonstrated adequate reliability and content validity for final deployment.

### 4. Data Analysis and Result

Data analysis was conducted using IBM SPSS version 30 and AMOS version 21. The study followed a two-step structural equation modeling (SEM) approach, comprising the assessment of the measurement model followed by the structural model (Anderson & Gerbing, 1988). This approach enabled the simultaneous estimation of latent constructs and the evaluation of causal paths among them. The measurement model was first assessed to verify construct validity, internal consistency, and convergent and discriminant validity using Cronbach’s alpha (Cronbach, 1951), Composite Reliability (CR), and Average Variance Extracted (AVE) (Fornell & Larcker, 1981). Subsequently, the structural model was tested to examine the hypothesized relationships between Employee Engagement, Employee Well-being, and Organizational Citizenship Behavior. Mediation analysis was conducted using Hayes’ PROCESS macro (Model 4) with bootstrapping to estimate the indirect effects.

#### Reliability of scale:

**Table 1: Scale Reliabilities**

Variable	No. of Items	Cronbach Alpha
Employee Engagement	6	0.779
Employee Well-being	6	0.781
Organizational Citizenship Behavior	6	0.810

Cronbach’s alpha was used to test the reliability of the Likert-scale items. All three constructs showed strong internal consistency: Employee Engagement ( $\alpha = 0.779$ ), Employee Well-being ( $\alpha = 0.781$ ), and OCB ( $\alpha = 0.810$ ), all above the 0.7 threshold (Nunnally & Bernstein, 1994; Tavakol & Dennick, 2011), confirming reliable measurement.

#### 4.1. Measurement model

Hayes’ Process mediation analysis (Model 4, see Fig. 1) was performed with Employee Engagement as the independent variable, Employee Well-being as the mediator, and Organizational Citizenship Behavior (OCB) as the dependent variable (Hayes, 2022). Summated scores of all the constructs were used to test the mediation

using IBM SPSS V.30. Specifically, the direct effect of Employee Engagement on Employee Well-being was significant ( $\beta = 0.8420$ ;  $t = 19.68$ ;  $p < 0.001$ ), and the direct effect of Employee Well-being on Organizational Citizenship Behavior was also significant ( $\beta = 0.3895$ ;  $t = 7.89$ ;  $p < 0.001$ ). The indirect effect of Employee Engagement on OCB via Well-being was  $\beta = 0.3280$  with a 95% confidence interval (LLCI = 0.1997, ULCI = 0.4808), which does not contain zero, indicating a statistically significant mediation. The direct effect of Employee Engagement on OCB remained significant even after accounting for the mediator ( $\beta = 0.4621$ ;  $t = 8.41$ ;  $p < 0.001$ ), suggesting partial mediation, thereby supporting H4.

**Table 2: Model 4**

X	Engagement
Y	Organizational Citizenship Behavior
Me	Employee Well- being
Sample Size	292

**Outcome Variable: Employee Well-being**

**Table 3: Model (EE-EW)**

	Coefficient	se	t	p	LLCI	ULCI
Constant	0.6017	0.1754	3.4309	0.0007	0.2565	0.9468
Employee Engagement	0.8420	0.0428	19.6792	0.0000	0.7578	0.9262

**Table 4: Model Summary**

	R	R-Square	MSE	F	df 1	df 2	P
EW	0.7562	0.5718	0.1790	387.2696	1.0000	290.0000	0.0000

**Table 5: Standardized Coefficient**

Employee Engagement	Coefficient
	0.7562

R-square ( $R^2$ ) indicates how much variance in the dependent variable is explained by the independent variable. In this study, Employee Engagement significantly predicts Employee Well-being ( $p = 0.000$ ,  $t > 1$ ), with a strong beta coefficient of 0.7562. The  $R^2$  value of 0.5718 shows that 57.18% of the variation in Employee Well-being is explained by Employee Engagement, indicating strong predictive power.

**Outcome Variable: Organisational Citizenship Behaviour**  
**Table 6: Model (EE-EW-OCB)**

	<b>Coefficient</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
Constant	0.6288	0.1504	4.1815	0.0000	0.3328	0.9248
Employee Engagement	0.4621	0.0550	8.4071	0.0000	0.3539	0.5703
Employee Well-being	0.3895	0.0494	7.8917	0.0000	0.2924	0.4867

**Table 7: Model Summary**

	<b>R</b>	<b>R-Square</b>	<b>MSE</b>	<b>F</b>	<b>df 1</b>	<b>df 2</b>	<b>P</b>
EW	0.8083	0.6534	0.1265	272.4233	2.0000	289.0000	0.0000

Employee Engagement significantly impacts Organizational Citizenship Behavior (OCB), as indicated by a p-value of 0.000 and a t-value above 1, confirming model fitness (Hair et al., 2010). The standardized beta coefficients for Employee Engagement and Employee Well-being were 0.4449 and 0.4176, respectively, showing strong relationships. The R<sup>2</sup> value of 0.6534 suggests that 65.34% of the variance in OCB is explained by the model, with Employee Well-being acting as a significant mediator (p = 0.000).

**Table 8: Total effect Model (EE-EW-OCB)**

	<b>R</b>	<b>R-Square</b>	<b>MSE</b>	<b>F</b>	<b>df 1</b>	<b>df 2</b>	<b>P</b>
EW	0.7607	0.5787	0.1532	398.3875	1.0000	290.0000	0.0000

**Table 9: Model**

	<b>Coefficient</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
Constant	0.8632	0.1622	5.3203	0.0000	0.5439	1.1825
Employee Engagement	0.7901	0.0396	19.9596	0.0000	0.7122	0.8680

**Table 10: Standardized Coefficient**

	<b>Coefficient</b>
Employee Engagement	0.7607

The total effect shows that Employee Engagement has a 57.87% influence on Organizational Citizenship Behavior through the mediating role of Employee Well-being. A standardized coefficient value of 0.7607 further confirms a strong positive impact of Employee Engagement on OCB.

**Table 11: Indirect effect of X on Y (EE-EW-OCB)**

Employee Well-being	Effect	Se	LLCI	ULCI
	0.3280	0.0724	0.1997	0.4808

The indirect effect of Employee Engagement (IV) on Organizational Citizenship Behavior (DV) through the mediating role of Employee Well-being was found to be significant, as the lower and upper limits of the confidence interval (LLCI = 0.1997, ULCI = 0.4808) did not include zero. This suggests a statistically meaningful mediating effect of Employee Well-being in the relationship between Employee Engagement and OCB.

**Table 12: Direct effect of X on Y (EE-OCB)**

	Coefficient	se	t	p	LLCI	ULCI
Employee Engagement	0.4621	0.0550	8.4071	0.000	0.3539	0.5703

The direct effect of Employee Engagement (IV) on Organizational Citizenship Behavior (DV) was found to be statistically significant, as indicated by a p-value of 0.000, which is below the conventional threshold of 0.05. Furthermore, the confidence interval values (LLCI = 0.3539, ULCI = 0.5703) did not include zero, confirming the presence of a significant direct effect.

## 5. Discussion and Implications

The primary objective of this study was to explore the impact of employee engagement on organizational citizenship behavior (OCB) and to examine whether employee well-being mediates this relationship. As hypothesized, the empirical findings supported the direct and indirect pathways, highlighting the significance of both engagement and well-being in fostering discretionary work behaviors.

The analysis revealed that employee engagement significantly influences employee well-being, aligning with earlier studies that suggest engaged employees report higher psychological energy, job satisfaction, and workplace vitality (Schaufeli & Bakker, 2004; Jena et al., 2018). Employees who experience meaningful work, recognition, and organizational support are more likely to develop a positive psychological state, which, in turn, promotes enhanced performance and reduced emotional exhaustion. The results are congruent with the Job Demands-Resources (JD-R) model, which argues that job resources such as recognition, feedback, and autonomy stimulate work engagement, thereby contributing to well-being (Bakker & Demerouti, 2008).

Moreover, the study found a significant positive relationship between employee well-being and OCB, reinforcing the findings of Wright et al. (2007), who observed that emotionally well-supported employees are more likely to exhibit helping behaviors, altruism, and civic virtue. Employees who experience psychological safety and workplace fulfillment develop a stronger attachment to organizational goals and are more inclined to go beyond their formal roles. This is in line with the Social Exchange Theory (Blau, 1964), which posits that when employees perceive organizational care and support, they reciprocate with positive, often extra-role, behaviors.

Crucially, the mediation analysis using Hayes' Process Model 4 confirmed that employee well-being partially mediates the relationship between employee engagement and OCB. The indirect effect was statistically significant ( $\beta = 0.3280$ , LLCI = 0.1997, ULCI = 0.4808), confirming that employee engagement enhances well-being, which then fosters greater OCB. However, the direct effect of engagement on OCB also

remained significant ( $\beta = 0.4621$ ,  $p < 0.001$ ), indicating partial mediation rather than full mediation. These results resonate with the studies of León and Finkelstein (2016), who found that well-being acts as a crucial psychological mechanism facilitating the transformation of engagement into prosocial workplace behaviors.

This study also provides important insights into generational dynamics, with the data indicating that Gen Z employees are particularly responsive to engagement initiatives in terms of OCB outcomes. This supports the arguments of Richman et al. (2008), who observed that younger employees, especially Gen Z, are more likely to exhibit discretionary behaviors when their emotional and psychological needs are met. Gen Z's emphasis on meaningful work, feedback, and mental health support makes them particularly receptive to HR practices that cultivate both engagement and well-being.

From a practical standpoint, the findings suggest that organizations seeking to promote OCB should not only invest in engagement strategies—such as empowering leadership, recognition systems, and meaningful job design—but should also prioritize employee wellness programs. Interventions like mental health workshops, wellness coaching, and peer-support mechanisms can amplify the effects of engagement by enhancing well-being, which, in turn, translates into higher levels of discretionary work behavior.

However, the findings also suggest that well-being alone may not fully bridge the gap between engagement and OCB. In some contexts, structural limitations (such as hierarchical constraints, lack of growth opportunities, or poor organizational culture) may moderate the effectiveness of engagement and well-being initiatives. Hence, a holistic HR approach—combining job design, leadership development, and well-being infrastructure—is crucial for optimizing employee outcomes.

### **5.1. Theoretical Implications**

The findings of this study offer several key theoretical contributions to the fields of organizational behavior and human resource management.

First, this research enriches the existing literature by empirically validating a mediation-based framework that links employee engagement, employee well-being, and organizational citizenship behavior (OCB). While prior studies have explored engagement and OCB independently, this study uniquely positions employee well-being as a mediating psychological mechanism, providing a nuanced understanding of how engagement translates into discretionary behavior. This advances theoretical discourse on the JD-R model (Bakker & Demerouti, 2008) and Social Exchange Theory (SET) (Blau, 1964) by integrating both motivation and reciprocity into the engagement–OCB pathway.

Second, this study broadens the conceptualization of employee well-being by treating it as a multi-dimensional construct, incorporating psychological, social, and workplace elements (Ryff et al., 2021; Dodge et al., 2012). Most earlier studies have focused on narrow or unidimensional indicators of well-being. By adopting a holistic approach, this paper contributes to a more comprehensive understanding of how well-being operates within organizational systems and how it directly supports prosocial outcomes like OCB.

Third, the study extends engagement and OCB theories by contextualizing them within the framework of generational diversity, particularly focusing on Gen Z employees. As younger workforce cohorts prioritize mental health, meaning at work, and flexible engagement, this study provides novel insights into how traditional models of motivation and behavior apply to newer workforce segments. This generational perspective adds a contemporary lens to foundational behavioral theories.

Fourth, the research contributes to mediation modeling literature by applying Hayes' PROCESS (Model 4) approach in the context of HRM variables. By empirically testing the indirect pathways through which engagement influences OCB, the study enhances methodological rigor and provides a replicable analytical framework for future scholars investigating similar psychological and behavioral constructs.

Finally, the study encourages further scholarly inquiry into the role of well-being as a strategic enabler in

HRM models. It invites future researchers to explore other mediators (e.g., psychological safety, trust, resilience) and moderators (e.g., leadership style, organizational culture) that can shape or amplify the relationship between employee engagement and citizenship behavior.

Collectively, these theoretical contributions help reframe employee engagement not merely as an outcome of HR practices, but as a dynamic antecedent to high-performance behaviors, facilitated through psychological constructs like well-being.

## **5.2. Practical Implications**

The findings of this study have important implications for practitioners, particularly in the domain of human resource management and organizational development. As organizations strive to remain competitive in a knowledge-driven and employee-centric economy, fostering employee engagement and well-being has become critical to sustaining productivity and discretionary workplace behavior.

First, the study emphasizes that employee engagement is a crucial driver of Organizational Citizenship Behavior (OCB), which includes voluntary, non-obligatory actions such as helping colleagues, demonstrating initiative, and showing loyalty to the organization. Organizations seeking to enhance OCB should invest in strategic engagement initiatives that provide meaningful work, recognition, career growth, and autonomy. These findings resonate particularly in the post-pandemic world where hybrid work models have created new challenges in maintaining motivation and connectedness.

Second, the role of employee well-being as a partial mediator underscores the importance of psychological and emotional health in the workplace. HR professionals should not treat well-being as a peripheral or reactive function but as a strategic enabler of performance. Initiatives such as stress management workshops, access to counseling services, mindfulness programs, and workload management interventions can enhance employees' psychological resources, enabling them to contribute more proactively through OCB.

Third, the study has significant implications for Gen Z workforce management. With Gen Z employees displaying heightened sensitivity to engagement and well-being variables, organizations must adapt their HR practices to meet generational expectations. These include transparent communication, frequent feedback, mental health support, and purpose-driven roles. Leveraging technology—such as digital engagement platforms, AI-enabled feedback tools, and gamified learning—can align organizational strategies with Gen Z's digital preferences.

Fourth, organizations can benefit from integrating engagement and well-being into performance management systems. Performance metrics should not only focus on task outcomes but also include indicators of discretionary behavior, emotional resilience, and collaboration. This shift can foster a workplace culture that rewards both productivity and prosocial conduct.

Fifth, given the partial mediation effect, practitioners should understand that engagement alone is not sufficient; unless organizations actively nurture a well-being-oriented culture, the translation of engagement into long-term organizational benefit may be limited. This highlights the need for a dual-focus HR approach, where engagement and wellness are simultaneously addressed as complementary domains.

Finally, the insights from this study can inform the development of employee experience (EX) strategies that holistically integrate engagement, wellness, and behavior. HR leaders and policy-makers should co-create employee journeys that enhance both emotional connectivity and personal fulfillment, ultimately leading to a workforce that not only performs but also thrives.

## **6. Conclusion and Future Scope**

The present study investigated the influence of employee engagement on organizational citizenship

behavior (OCB), with employee well-being serving as a mediating variable. By empirically validating this framework, the study contributes to a more nuanced understanding of the psychological and behavioral mechanisms that drive prosocial workplace behaviors. The findings reinforce the theoretical propositions of the Job Demands–Resources (JD-R) model and Social Exchange Theory, highlighting the pivotal role of engagement and well-being in enhancing organizational functioning through voluntary, extra-role behaviors.

This research offers a contemporary perspective on employee behavior by incorporating the dimension of well-being as a strategic enabler, particularly in the context of an evolving workforce that increasingly values emotional, psychological, and relational aspects of work. The implications for HR practitioners underscore the need for integrated strategies that simultaneously foster engagement and support well-being, thereby strengthening overall organizational citizenship.

Despite its contributions, the study is subject to certain limitations that open avenues for future research. First, the data was collected through self-reported questionnaires, which may carry the risk of social desirability bias. Future studies could employ data triangulation methods—such as combining survey results with observational or supervisor-rated data—to increase the robustness of findings.

Second, the study was conducted among employees in a specific industry segment, primarily within production departments of automotive firms. Future research could test the model across diverse sectors such as healthcare, IT, education, or services to assess the generalizability of the engagement–well-being–OCB relationship.

Third, while this study focused on employee well-being as a mediator, future research could explore the moderating effects of variables such as leadership style, organizational culture, or digital HRM tools on the same relationship. This would further enrich understanding of contextual factors that either strengthen or weaken the pathways between engagement and discretionary behavior.

Fourth, the current study provides a cross-sectional snapshot of the relationships. A longitudinal design in future research could capture changes in engagement, well-being, and OCB over time, thus improving causal inferences and revealing trends in employee behavioral dynamics.

Lastly, future research could explore generational differences more explicitly by comparing Gen Z, millennials, and older cohorts on how engagement and well-being translate into OCB. This could yield important insights for tailoring HR strategies to multigenerational workforces.

In conclusion, this study provides an empirically grounded and theoretically supported model linking engagement, well-being, and OCB. It opens up important lines of inquiry for scholars and practitioners seeking to optimize employee potential and build high-performing, resilient, and socially responsible organizations.

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