

Well-being and behaviour at work: to what extent are they related?*

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Abstract

The purpose of the article is to examine the extent to which workplace well-being influences individual behaviours at work. Various studies have found that increasing the state of feeling good and seeing life positively influences the way a person responds or behaves. This article explores the causal relationship between the psychological and subjective well-being of individuals and their behaviour at work and/or at school. Additionally, it investigates the extent to which socio-economic status participates in the causal relationship between workplace well-being and behaviour at work and/or at school. To understand the predictive power of independent variables on behaviour in the workplace, we used linear regression models. Mediation tests were also used to quantify the extent to which socio-economic status influenced the confirmed causal relationship. The study reports the results of a sample of 533 Romanian respondents. Data were collected from university business students, based on a questionnaire administered online. The results confirm the prediction role of the psychological and subjective well-being of individuals in their workplace behaviour. Additionally, research confirms the mediation role of socio-economic status in this relationship.

Keywords: Workplace behaviour, psychological well-being, subjective well-being, organisational citizenship behaviour, deviant behaviour at work, socio-economic status.

JEL Codes: D23, L29, I31

Introduction

Conducting business in today's complex settings requires organisations to adhere to a multifaceted set of internal and external requirements and expectations. They are not only expected to demonstrate the ability to properly manage, engage and motivate their employees, but also to diligently provide the expected benefits and utmost value to their stakeholders (Kotenko/Heiets/Yacout

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2021). The well-being of employees at work represents a strategic priority for organisations concerned with advancing business success and respecting their responsibilities in the society. Therefore, organisations must pay great deal of attention to fulfilling the expectations of their employees when it comes to their work life, conditions, and climate of work. In doing so, they must demonstrate commitment to continuous learning about how their employees feel about work and behave. In addition to cultivating comfortable behaviour among employees, organisations can achieve sustainable success by refining the excellence of employee performance and their work-related behaviour (Dash/Pradhan 2014). Going beyond the tasks included in the job descriptions, employees engage in a voluntary type of behaviour that enhances their well-being and contributes to the good performance of organisations in a sustainable way (Omotayo/Olubusayo/Olalekan/Adenike 2015; Robbins/ Judge 2017). However, some employees can also engage in deviant workplace behaviour, which produces downgrading effects on the efficiency of the organisation (Sathappan 2021; Pletzer/Oostrom/Voelpel 2022). In this context, immediate measures should be used at the organisational level to cancel the destabilising consequences of workplace deviance by setting an ethical stance at all levels.

The purpose of this article is to examine the extent to which the psychological and subjective well-being of individuals influences their behaviour at work and/or at school. It also investigates whether there is a mediating variable that accounts for the relationship between workplace well-being and workplace behaviour. Furthermore, the study examines the extent to which the mediator influences the known causal relationship.

The paper is structured as follows. The next section explores the theoretical framework and introduces the research hypotheses developed based on the relevant literature on resource theory and social exchange theory. Then, we present the methodology and results of the data analysis, followed by a general discussion of the research findings. The article concludes with theoretical contributions, practical implications, and suggestions for future research.

Theoretical background

Organisational citizenship behaviour

In the context of the knowledge economy, employees represent assets that cannot be replicated by other market players. Hence, organisations must pay careful attention to the treatment provided to their employees to help them reach performance and minimise their company withdrawal chances (Hermawan/Thamrin/Susilo 2020). According to Kumar (2014), there exist employees who depict work behaviour placed above expectations and who perform work tasks even beyond the work hours without being formally rewarded by the organisation. Such actions hold the denomination of organisational citizenship behaviour as

a quality and appropriate workplace behaviour (Sadeghi/Ahmadi/Yazdi 2016). In this sense, Huang et al. (2021) acknowledge that organisational citizenship behaviour relates to the overall quality of the work delivered by employees and is generally associated with ‘going above and beyond’ in the handling of assigned tasks.

Research by Alshahrani and Iqbal (2021) defines organisational citizenship behaviour as a set of behaviours expressed by employees that support the overall effectiveness of the organisation. They affirm that there is a direct link between organisational citizenship behaviour, productivity, and competitive advantage in the organisation. Citizenship behaviour is generally associated with voluntary activities that employees often perform outside of their job duties. It is deliberate behaviour that is not mandated by the organisation and is not often accompanied by any kind of reward. Organisational citizenship behaviour indicates performance that goes beyond the ordinary responsibilities of the employee. It can involve activities that are outside of the job scope for some employees, and such additional activities would not be rewarded in terms of bonuses or other kind of recognition. This is a phenomenon that occurs for example in higher education institutes, where professors are more often involved in ‘raising education standards’ (Alshahrani/Iqbal 2021).

Paul et al. (2019) also highlight that organisational citizenship behaviour relates to driving effectiveness and performance at the organisation level. This behaviour contributes to the creation of a more effective work environment, and examples include speaking well about the organisation and actively contributing to the organisation’s progress. Huang et al. (2021) argue that due to the voluntary nature of organisational citizenship behaviour, expressed through the willingness to deliver at a high-performance level, increased customer satisfaction is seen as a natural consequence, as well as an increased collaborative environment. According to Yurcu and Akinici (2017), organisations must prioritise organisational citizenship behaviour by valuing their employees, thus leading to better overall management of challenges and results expressed through more efficiency and innovation implemented at the organisation level. Therefore, good coordination across organizational layers can foster communication between teams and show appreciation of human potential.

Muzaki and Anggraeni (2020) call attention to several factors that can influence organisational citizenship behaviour, namely motivation, personality, and responsibility. Psychological empowerment can also positively influence organisational citizenship behaviour. In this sense, Samantara and Changaranchola (2022) differentiate between two types of organisational citizenship behaviour, by acknowledging the dimension orientated towards the individual and the one orientated towards the organisation. The first category refers to helpful behaviour orientated towards other individuals and the expression of altruistic

characteristics. The second category refers to civic virtue, volunteering and the overall efforts of the individual directed at the organisation in its entirety. According to Dávila and Finkelstein (2013), individuals engage in organisational citizenship behaviour whether they feel respect for the organisation, a sense of pride in one's work, and the desire to help and engage positively with others. These individual motivations are based on internal values and interests. Samantara and Changaranchola (2022) agree that the development of an inclusive work environment, where employees feel supported and are encouraged to take initiative and participate in activities beyond job requirements, ultimately contributes to better overall performance in the organisation.

Deviant workplace behaviour

A form of conduct that is completely undesirable to organisations and that employees may also adhere to at work is deviant behaviour. This involves actions performed by the employee that are not enacted by accident, are against the organisational norms, and are carried out to the detriment of the organisation (Memon/Zada/Ghani/Ullah/Azim/Mubarik/Vega-Muñoz/Castillo 2021). Lopez-Valeiras et al. (2022) highlight that workplace deviance is a voluntary behaviour that generally threatens the well-being of the organisation and manifests itself through significantly violating the organisation norms. The motivations for deviant workplace behaviour include the feelings of injustice present at the team or organisational level, contextual circumstances that are negatively perceived by the employees, and organisational constraints provoked by either the management team or other co-workers. According to Tuna et al. (2016), deviant workplace behaviour generally focused on the negative aspects encountered in the workplace environment. The authors highlight that this behaviour is perceived as aggressive and can lead to interpersonal conflict and sabotage. Deviant behaviour negatively influences the organisation, decreasing effectiveness and productivity. Tuna et al. (2016) acknowledge that deviant behaviour affects not only organisational norms, but also social norms within the workplace and its environment. Examples of deviant workplace behaviour include misusing organisation resources and time and damaging work quality, which results in a threat to overall organisational well-being.

García-Contreras et al. (2022) identify several types of deviant behaviour. In this sense, they highlight that deviant behaviour can be directed at the organisation, at team members, or at clients. Following this line of thought, deviation can take multiple forms. It can affect the overall organisational production, exhibited through multiple breaks, intentionally working at a slower pace, and wasting organisation resources. To this, García-Contreras et al. (2022) add misuse of enterprise properties, such as stealing or sabotaging work equipment. Another form of deviance can take on a political model in the sense of showing favouritism

and unfair competition. However, Tuna et al. (2016) discuss several possible causes that can lead to deviant workplace behaviour. Some can be related to the organisational environment, such as lack of accountability for one's work, weak sanctions for violating organisational policies, and decrease in the quality and availability of practical knowledge or learning opportunities. Others can be related to an individual's personality and differences. Another important cause that determines deviant workplace behaviour is job satisfaction. Tuna et al. (2016) suggest that when an individual is no longer happy in their role and experiences feelings of dissatisfaction, there is a high chance that the context becomes a catalyst that will determine the behaviour of individuals.

Psychological and subjective well-being in the workplace

Employees represent valuable assets for companies, and their well-being at work is crucial for overall performance and productivity of the organisation (Samantara/Changaranchola 2022). Dávila and Finkelstein (2013) acknowledge that well-being is a popular concept that gains continuous importance, and it is frequently discussed in relation with organisational behaviour. They discuss two types of well-being, namely psychological and subjective. Samantara and Changaranchola (2022) describe psychological well-being as a broad concept that is generally associated with a positive experience and the realisation of own potential. There are various aspects to consider when discussing psychological well-being, including acknowledging the physical, economic, and social context. According to Dávila and Finkelstein (2013), psychological well-being includes the general development of an individual's potential and encompasses self-acceptance, personal growth, positive relationships with others, and 'autonomy of self-determination'. Work participation represents a good indicator of psychological well-being in the workplace. This comprises an overall positive mental state, high energy, resilience, and an effort to respond well to challenges. Huang et al. (2021) define psychological well-being as the general effectiveness of psychological functioning of people. They state that psychological well-being is influenced by ethical leadership and the way leaders exhibit fairness and dignity in the workplace. On the other hand, Pelealu (2022) argues that psychological well-being is connected to the ability of individuals to recognise their own potential and the achievement of a sense of accomplishment can lead to a fulfilled mental state. Garg et al. (2013) agree that self-acceptance, self-growth, purpose in life, positive relationships with others, autonomy, and environmental mastery are components of psychological well-being. Reaching the state of psychological fulfilment can determine employees to display organisational citizenship behaviour, a type of behaviour that occurs after gaining a feeling of accomplishment and of satisfaction when doing more for the organisation. In this regard, Alshahrani and Iqbal (2021) explain that people who manifest psychological well-being are more prone to exhibit organisational citizenship

behaviour. Therefore, psychological well-being manifested through positive emotions at work can lead to better participation, increased satisfaction, and superior organisational results. The interdependence between organisational citizenship behaviour and psychological well-being can be explained through the social exchange theory. In this sense, satisfied employees are more likely to 'go the extra mile for their organisation and achieve organisational strategic goals' (Alshahrani/Iqba 2021). This refers to the overall loss and gain of resources. In terms of resources, Alshahrani and Iqbal (2021) highlight that employees who gain resources such as motivation and the ability to perform work-related tasks in a positive environment increase their psychological well-being, while not having these resources consequently decreases their psychological well-being. Additionally, the gain of these resources can also contribute to a higher level of engagement and work performance, while the absence of resources can lead to undesirable behaviour from employees. Therefore, our first hypothesis states the following.

Hypothesis 1 (H1): Psychological well-being positively predicts (a) citizenship behaviour and negatively predicts (b) deviant workplace behaviour.

Subjective well-being, on the other hand, encompasses overall life satisfaction and positive or negative emotional responses. Life satisfaction refers to the cognitive evaluation of an individual's quality of life, and a positive affect would manifest complete enthusiasm, alertness, and increased activity, while a negative affect would manifest itself through dissatisfaction and anxiety (Dávila/Finnstein 2013). Paul et al. (2019) described subjective well-being as the form in which people experience their quality of life, which includes their emotional reactions and cognitive judgments. According to Yurcu and Akinci (2017), subjective well-being is the indirect definition of happiness. They agree that subjective well-being is the evaluation of an individual's life satisfaction. Several external factors, such as positive and negative emotions, can regulate the level of subjective well-being. Positive emotions (such as joy, excitement, interest, trust) can increase the level of subjective well-being, while negative emotions (such as anger, hatred, fear) have the potential to decrease such levels. Paul and Garg (2013) discuss two components of subjective well-being, namely life satisfaction as the cognitive component and emotional well-being as the affective component. The authors agree that there is a direct relationship between subjective well-being and organisational citizenship behaviour, as overall life satisfaction represents an intrinsic motivation for employees to deliver above and beyond in their roles. Following this line of thought, Kang et al. (2020) also agree that subjective well-being can be a direct predictor of organisational citizenship behaviour, this concept being closely associated with job satisfaction. Thus, employees who exhibit high level of well-being tend to engage more in organi-

sational citizenship behaviour, characterised by voluntary extra-role behaviours, which are encouraged by a sense of satisfaction and happiness in the daily routine (Paul/Garg 2013). On the other hand, negative emotions, such as anger or impulsive urges, are characteristic of people with low emotional intelligence. These individuals tend to respond instinctively to challenging situations and are more prone to 'emotional outbursts' (Robinson/Persich/Stawicki/Krishnakumar 2019). According to Samantara and Changaranchola (2022), positive emotions are directly related to an increased predisposition to offer help to other team members and increased consideration, while negative emotions are externalised through a change in focus on the personal aspect and self-related issues.

García-Contreras et al. (2022) assert that positive attitudes such as job satisfaction have a positive impact on voluntary behaviours such as organisational commitment expressed through organisational citizenship behaviour. Negative attitudes fostered by negative emotions expressed by employees consequently affect the organisation in a negative manner and manifest through discontentment with the organisation and deviant work behaviours. As such, a positive perception of subjective experiences can determine a general positive attitude towards work, which means that if organisations provide a good working environment, the employee's tendency will be to exhibit a favourable attitude (Paul et al. 2019). However, the reverse is also applicable. If employees show a tendency to feel negative emotions, this can lead to deviant behaviour at work. Considering the above, our second hypothesis states the following.

Hypothesis 2 (H2): Subjective well-being positively predicts (a) citizenship behaviour and negatively predicts (b) deviant workplace behaviour.

The influence of socio-economic status

According to the works of DeNavas-Walt et al. (2014) and Korous et al. (2018), socio-economic status implies the position of an individual or a family within the social class and is influenced by its accessibility to different types of capital, for example financial, social and cultural. Navarro-Carrillo et al. (2020) define socio-economic status as a multifaceted concept that comprises subjective and objective perceptions of individuals in relation to the socio-economic climate, compiling income, education, and occupation. Of the components of socio-economic status, income is seen to be related to a person's prosocial propensity and access to 'material goods and pleasant experiences' (Navarro-Carrillo et al. 2020). Education is directly correlated with 'beneficial economic outcomes', while occupation is the link between earnings and educational level and can directly affect psychological well-being (Navarro-Carrillo et al. 2020). Supplementary research by Hosseini (2013) places emphasis on educational attainment and notes that people with master's or Ph.D. studies display greater civic virtue,

which means commitment to the organisation in its entirety, compared to people with only a bachelor's degree. Connections between perceived socio-economic status and subjective or objective well-being can be inferred from individual preferences ranging from food preferences to social outcomes and aspects related to them. Liu et al. (2021) acknowledge that individual evaluation of overall quality of life is related to the cognitive component of subjective well-being. According to Liu et al. (2021), people with higher income tend to 'meet their universal needs' and therefore perceive a greater sense of subjective well-being. In this sense, objective socio-economic status is typically correlated with the access of individuals to 'material and social resources.'

Research by Akanni et al. (2018) showed that job status and the organisational ethical climate mediate the propensity of employees to participate in deviant workplace behaviour. Thus, employees holding higher positions do not perform deviant workplace actions when they assess that the organisational ethical climate is of low quality, while employees with lower hierarchical attributions perform more deviant acts in the workplace when the organisational ethical climate is perceived as being of low quality. Viewing the connection between socio-economic status and behavioural issues in general, Korous et al. (2018) assert that there is a small correlation between socio-economic status and externalising behaviour, which means distressed behaviour of a person and attention disorders.

Hannscott (2016) highlights that socio-economic status can represent at a personal level a predictor of overall well-being perceived by an individual. There is a clear correlation between high socio-economic status and the availability of different resources, which in turn related to greater access to information, community satisfaction, and in general more options to fulfil needs and desires. Liu et al. (2021) agree that people with higher incomes tend to relate subjective well-being with 'occupational prestige', contrary to individuals who are unemployed and can negatively perceive their general well-being due to a lack of fulfilling their psychological needs, such as social contacts and attendance to collective activities. Furthermore, Vera-Villaruel et al. (2015) affirm that in the case of individuals with lower socio-economic status, a correlation can be seen with psychological distress and overall lower satisfaction with life. Navarro-Carrillo et al. (2020) further reveal that subjective socio-economic status can have a positive influence on indicators of psychological functioning, such as control over life, better health-related outcomes, and improved overall well-being.

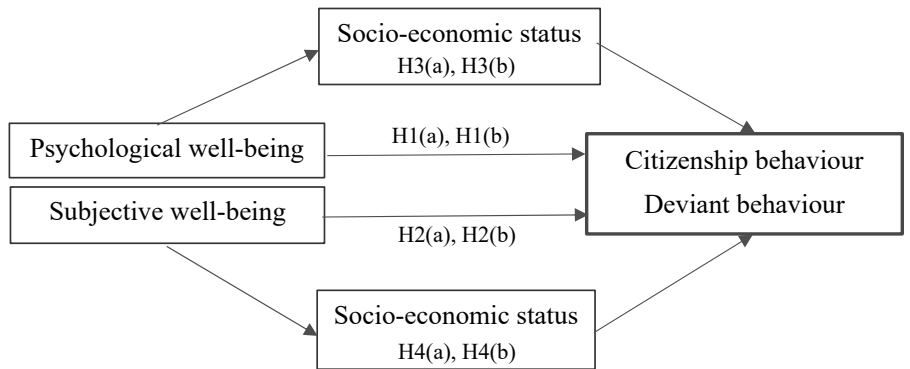
Kristensen et al. (2002) highlight the relation between subjective well-being and socio-economic status and how this is reflected within the work environment. As such, higher socio-economic status leads to a higher level of control and perceived freedom within the working environment, which in turn leads to more development opportunities. Additionally, a higher socio-economic status

is correlated with a lower perception of job insecurity and a greater overall commitment to work. According to Vera-Villarroel et al. (2015), the correlation between social class and occupation can lead to a positive perception in terms of well-being and can be exhibited through autonomy and complexity related to the work environment. Research by Kristensen et al. (2002) reveals that individuals who possess a higher level of perceived well-being as well as a higher socio-economic status tend to feel more influent at work and find more meaning on the job assignments. Furthermore, people with a high socio-economic status will perceive additional job demands as challenges that contribute to their overall growth and development and to greater perceived freedom at work. According to Navarro-Carrillo et al. (2020), a positive perception of the occupation can represent a predictor of general psychological well-being. This correlation can lead to indicators such as self-acceptance, autonomy, and the development of positive relationships. Research by Vera-Villarroel et al. (2015) shows that socio-economic status, reflected through income, is ‘more strongly related to well-being’, which in turn is related to overall happiness in life. Considering the above, our next hypotheses state the following (see Figure 1).

Hypothesis 3 (H3): Socio-economic status mediates the relationship between psychological well-being and (a) citizenship behaviour and the relationship between psychological well-being and (b) deviant workplace behaviour.

Hypothesis 4 (H4): Socio-economic status mediates the relationship between subjective well-being and (a) citizenship behaviour and the relationship between subjective well-being and (b) deviant workplace behaviour.

Figure 1. The research model



Methodology

Research objectives, data and method

The article investigates the extent to which the individual's well-being in the workplace influences organisational citizenship and deviant behaviour at work. First, the article investigates the causal relationship between the psychological and subjective well-being of individuals and their behaviour at work or/and at school. Second, the article examines whether socio-economic status participates in the causal relationship between psychological and subjective well-being and the behaviour of people in the workplace.

The present research relies on quantitative data collected through a multi-country questionnaire-based survey on status, behaviour, working environment (at work/at school), work quality, and happiness, administered online (Zhang/Gorosnikova/McGuire/Păunescu/Perusquía/Tang/Kwong 2023). The current study reports the results on behaviour, well-being, and status of a sample of 533 valid responses collected from Romanian respondents. The survey mainly targeted third-year bachelor and master students enrolled in English teaching programmes at one of the largest public universities in Romania. The target respondents were business students who had already acquired some work experience while also studying. Choosing university business students, who also hold some work experience, to investigate behaviours at work is particularly meaningful, as in their quality of future participants on the labour market, their opinion on the studied topic can nurture favourable changes in the workplace environment (e.g., Azila-Gbetteor/Atatsi/Mensah/Abiemo 2020, Johansson/Hart 2023). Specifically, the student perspective must be one of the primary targeted sources that employers listen to when designing and promoting their employment offers.

The data analysed in the study were collected over a period of three months (from March to May 2022) using Survey Monkey. Our research used a non-probabilistic sampling method, that is convenience sampling. We aimed to involve all students willing to participate and available at the given time in the investigation. In addition to gender, all variables were measured on the 1÷7 Likert-type scale (Zhang et al. 2023).

The research used linear regression models to understand the predictive power of independent variables, socio-economic status, psychological and subjective workplace well-being, on citizenship and deviant behaviour at work, once a causal relationship had been confirmed, while controlling for gender. Additionally, mediation tests were used to quantify the degree to which socio-economic status participates in the confirmed causal relationship. Some authors suggest that there exists a direct linear relationship between workplace well-being and work behaviour. For instance, Paul and Garg (2013) claimed that overall life satisfaction represents a direct intrinsic motivation for employees to deliver

more in their roles, and such conducts favour the display of organisational citizenship behaviour. Furthermore, Alias et al. (2013) found that poor relationships with others and negative affectivity in employees, due to low job satisfaction, were directly related to deviant behaviour within the workplace. Walsh (2014) also acknowledged the direct influence of well-being within the workplace on behaviour at work, which stressed the need for employers to foster the internal working environment and organisational resources into positives that would result in citizenship behaviour, opposed to deviant workplace behaviour.

Measures

This study used 24 items in the questionnaire to measure the research variables (Zhang et al. 2023). These measures are shown in Table 1.

Table 1. Variable measures

Variable	Items	Measures	Source
Psychological well-being (PsychWell)	Five	(1) acceptance of good and bad qualities of oneself; (2) having warm, satisfying, and trusting relationships with others; (3) being able to resist social pressures while thinking and acting in certain ways; (4) evaluating oneself by own personal standards, and (5) having a sense of realizing own potential.	Ryff 1989; Dávila and Finkelstein 2013; Samantara and Changaran-chola 2022
Subjective well-being (SubjWell)	Five	(1) perceiving own life close to own ideal; (2) getting already the important things one wants in life; (3) changing almost nothing, if one could live their life over; (4) not feeling pessimistic about own school or job, and (5) being optimistic and upbeat about own school or job.	Watson, Clark and Tellegen 1988; Yurcu and Akinci 2017; Paul et al. 2019
Citizenship behaviour (CitizB),	Five	(1) helping others who were absent; (2) volunteering for doing things not required; (3) helping others who have heavy workloads; (4) attending functions not required but that help, and (5) participating above the norm.	Smith, Organ and Near 1983; Samantara and Changaranchola 2022
Deviant behaviour (DeviaB)	Six	(1) working on personal matters instead of working; (2) spending time fantasising or daydreaming instead of working; (3) saying things hurtful to someone; (4) taking longer breaks than are acceptable; (5) not following the instructions, and (6) letting work unfinished for others	Bennett and Robinson's 2000; Tuna et al. 2016
Socio-economic status (SES)	Three	(1) economic situation and wealth; (2) political influence; and (3) family prestige (education, ownership).	DeNavas-Walt et al. 2014; Navarro-Carrillo et al. 2020

Analysis and results

Data characteristics

Linear regressions were conducted to understand whether citizenship behaviour, on the one hand, and deviant behaviour, on the other hand, can be predicted based on psychological well-being, subjective well-being, and socio-economic status, while we control for gender. Additionally, we used linear regression to determine the relative contribution of each of the explained predictors to the total variance. A normality test was used to check whether the sample data involved in the research had a normal distribution. In this sense, we measured the skewness and kurtosis of the shape of the distribution. Following these measures, we retained in the research model only items with skewness and kurtosis values between -2 and +2 (Mayer 2013). The reliability of each scale was checked by determining the Cronbach alpha coefficients that show internal consistency (Table 2). All values of the alpha coefficients are greater than 0.7, showing that all elements are sufficiently consistent, and the scale is highly reliable (Taber 2018). We then explored the causal relationship between variables and their predictive power while statistically controlling for gender. The descriptive statistics and correlations between our variables are shown in Table 2. Our findings show that most of our variables are significantly correlated.

Table 2. Descriptive statistics and Pearson correlations

	C. alpha	Mean	SD	SES	Psych-Well	SubjWell	Gender	CitizB	DeviaB
SES (3 items)	0.742	4.17	1.056	1	0.092 ⁺	0.209 ^{**}	-0.014	0.039	0.078
PsychWell (5 items)	0.768	5.69	0.851		1	0.530 ^{**}	0.108 ⁺	0.251 ^{**}	-0.270 ^{**}
SubjWell (5 items)	0.822	4.79	1.181			1	0.061	0.322 ^{**}	-0.319 ^{**}
Gender	---	0.63	0.482				1	0.171 ^{**}	-0.203 ^{**}
CitizB (6 items)	0.794	4.75	1.079					1	-0.282 ^{***}
DeviaB (5 items)	0.854	3.12	1.255						1

Note: C. alpha=Cronbach's alpha, SD=Standard deviation, SES=Socio-economic status, Psych-Well=Psychological well-being, SubjWell=Subjective well-being, CitizB=Citizenship behaviour, DeviaB=Deviant behaviour, Gender: 1-Female, 0-Male. Our sample includes 533 responses of which 332 female responses and 201 male responses. **p*<0.05, ***p*<0.01, ****p*<0.001.

Results of the regression analysis

To test the first hypothesis that checks the influence of psychological well-being on citizenship and deviant workplace behaviour, we run the first linear regression (Table 3). Checking the R² value, we see that our regression model explains

8.5 % of the overall variance in citizenship behaviour, of which 5.5 % of the significant amount of variance (ΔR^2) is explained by psychological well-being, when statistically controlling for the effects of gender. This is a statistically significant contribution, as indicated by the Sig. F Change value for this line (0.001). Similarly, our regression model explains 10.5 % of the overall variance in deviant behaviour, of which 6.2 % of the significant amount of variance is explained by psychological well-being, when statistically controlling for the effects of gender. The coefficients show that gender ($b=0.331$, $p<0.001$) and psychological well-being ($b=0.301$, $p<0.001$) are significant and positive predictors of citizenship behaviour, while they significantly but negatively predict deviant behaviour (gender: $b=-0.470$, $p<0.001$; psychological well-being: $b=-0.370$, $p<0.001$). Thus, our regression model shows that a 1-unit increase in psychological well-being will result in a 0.301 unit increase in citizenship behaviour and a 0.370 unit decrease in deviant behaviour. The standardised beta values indicate that psychological well-being influences 23.6 % ($\beta=0.236$, $t(533)=5.709$) the citizenship behaviour and 25.0 % ($\beta=-0.250$, $t(533)=-6.106$) the deviant behaviour. Therefore, hypotheses H1(a) and H1(b) were successfully confirmed.

Table 3. Regression analysis of hypothesis H1

H1(a): CitizB	b	β	t	R	R^2	ΔR^2	ΔF	p
Gender	0.384***	0.172***	4.046	0.172***	0.029	0.029	16.374***	0.000
Gender PsychWell	0.331*** 0.301***	0.148*** 0.236***	3.576 5.709	0.291***	0.085	0.055	32.592***	0.000
H1(b): DeviaB	b	β	t	R	R^2	ΔR^2	ΔF	p
Gender	-0.540***	-0.208***	-4.931	0.208***	0.043	0.043	24.317***	0.000
Gender PsychWell	-0.470*** -0.370***	-0.181*** -0.250***	-4.409 -6.106	0.324***	0.105	0.062	37.285***	0.000

Note: * $p<0.05$, ** $p<0.01$, *** $p<0.001$.

The second linear regression tests the second hypothesis that checks the influence of subjective well-being on citizenship and deviant behaviour at work (Table 4). We see that our regression model explains 12.7 % (R^2) of the overall variance in the citizenship behaviour, of which a significant 9.8 % amount of variance (ΔR^2) is explained by subjective well-being, when statistically controlling for the effects of gender. This is a statistically significant contribution ($p<0.001$). Similarly, our regression model explains 13.5 % of the overall variance in deviant behaviour, of which a significant 9.5 % amount of variance is explained by subjective well-being, when statistically controlling for the effects of gender. The coefficients show that gender ($b=0.346$, $p<0.001$) and subjective well-being ($b=0.291$, $p<0.001$) are significant and positive predictors of citizen-

ship behaviour, while they significantly but negatively predict deviant behaviour (gender: $b=-0.473$, $p<0.001$; subjective well-being: $b=-0.331$, $p<0.001$). Therefore, our regression model shows that a 1 unit increase in subjective well-being will result in a 0.291 unit increase in citizenship behaviour and a 0.331 unit decrease in deviant behaviour. The standardised beta values indicate that subjective well-being influences 31.4 % ($\beta=0.314$, $t(533)=7.829$) the citizenship behaviour and 30.9 % ($\beta=-0.309$, $t(533)=-7.749$) the deviant behaviour. Therefore, hypotheses H2(a) and H2(b) were successfully confirmed.

Table 4. Regression analysis of hypothesis H2

H2(a): CitizB	b	β	t	R	R ²	ΔR^2	ΔF	p
Gender	0.383***	0.170***	4.027	0.170***	0.029	0.029	16.219***	0.000
Gender	0.346***	0.154***	3.830	0.357***	0.127	0.098	61.292***	0.000
SubjWell	0.291***	0.314***	7.829					
H2(b): DeviaB	b	β	t	R	R ²	ΔR^2	ΔF	p
Gender	-0.519***	-0.199***	-4.737	0.199***	0.039	0.039	22.443***	0.000
Gender	-0.473***	-0.181***	-4.543	0.367***	0.135	0.095	60.040*****	0.000
SubjWell	-0.331***	-0.309***	-7.749					

Note: * $p<0.05$, ** $p<0.01$, *** $p<0.001$.

Results of the mediation tests

To check whether socio-economic status has any mediation role in the causal relationship between psychological and subjective well-being, on the one hand, and citizenship and deviant behaviour, on the other hand, we conducted multiple mediation tests (Table 5). First, we establish that there was a correlation between the first independent variable *PsychWell* and the potential mediator, *SES* ($r=0.092$, $p<0.05$; $R^2=0.016$, $p<0.05$) and then between the second independent variable, *SubjWell* and *SES* ($r=0.209$, $p<0.01$; $R^2=0.037$, $p<0.001$). Overall, mediators explain the causal relationship between two variables or how the relationship works. The results show that in the causal relationship between psychological well-being and both citizenship and deviant behaviour, socio-economic status does not have a statistically significant mediation role. As such, hypotheses H3(a) and H3(b) cannot be proved based on the data analysed and must be rejected. Furthermore, by analysing the causal relationship between subjective well-being and citizenship behaviour, socio-economic status does not also have a statistically significant mediation role. However, in the causal relationship between subjective well-being and deviant behaviour, socio-economic status has a positive mediation influence of 3.2 % out of the total negative influence of subjective well-being on deviant behaviour of 36.1 %. Therefore, hypothesis H4(a) was rejected, while hypothesis H4(b) was successfully confirmed.

Table 5. Mediation tests

Testing Path	Effect	Standard Error	95 % Confidence Interval	
			Low	High
H3a: PsychWell→SES→CitizB				
Direct Effect	0.299***	0.053	0.195	0.404
Indirect Effect	0.002	0.002	-0.001	0.023
H3b: PsychWell→SES→DeviaB				
Direct Effect	-0.382***	0.061	-0.501	-0.263
Indirect Effect	0.014	0.003	0.000	0.047
H4a: SubjWell→SES→CitizB				
Direct Effect	0.297***	0.038	0.222	0.371
Indirect Effect	-0.025	0.042	-0.107	0.057
H4b: SubjWell→SES→DeviaB				
Direct Effect	-0.361***	0.043	-0.446	-0.276
Indirect Effect	0.032**	0.002	0.009	0.069

Note: The authors controlled the effect of gender. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

Discussion

The first two hypotheses of our research were successfully confirmed, the third one was rejected, and the fourth hypothesis was partially confirmed. Our research results showed that psychological well-being within the workplace predicted positively citizenship behaviour and negatively deviant workplace behaviour. This finding is consistent with the work of Garg et al. (2013), which illustrates that individuals who demonstrate psychological well-being through the development of qualitative relationships with others, possess a sense of self-determination, and have the capacity to effectively manage themselves and their surroundings are more likely to engage in organisational citizenship behaviour. Moreover, this is a result of showing self-motivation, where actions are consistent with their internal self and their values and interests. (Huang et al. 2021). Additionally, Winter et al. (2016) support this finding by highlighting that the most important determinants of well-being in the workplace focus on job control, social support, and job demands, which can have a considerable impact on overall life and work satisfaction. In this sense, participation at work and the perception of justice in the workplace can promote well-being at work, which in turn translates into participation in citizenship behaviours.

The results of our research also showed that subjective well-being in the workplace predicted positively citizenship behaviour and negatively deviant workplace behaviour. These findings are supported by Kang et al. (2020), who agree that the sense of satisfaction in the job, which results from the perceived subjective well-being of employees, can be a direct predictor of organisational

citizenship behaviour. Furthermore, Paul et al. (2019) highlighted that subjective experiences that foster an overall positive attitude towards work are also a precursor for citizenship behaviour. Additionally, voluntary behaviour in the workplace, such as organisational citizenship behaviour, is positively impacted by positive attitudes expressed through subjective well-being (García-Contreras et al. 2022).

The present research provides evidence on the existence of a positive association between psychological well-being, subjective well-being, and organisational citizenship behaviour. Pradhan and Hati (2019) acknowledged that two dimensions are crucial to show overall well-being, namely 'feeling good' and 'functioning well'. Subjective and psychological well-being are interrelated features since subjective well-being is a necessary part of overall psychological well-being (Das/Jones-Harrell/Fan/Ramaswami/Orlove/Botchwey 2020). Our research findings are consistent with Pradhan and Hati's work (2019), which showed that there is a direct correlation between the overall assessment of individual satisfaction with life, sense of purpose and positive relationships with others, and meaningful work, which is reflected in an 'effective response to the workplace.' Xia et al. (2022) highlighted that a sense of fulfilment can contribute to the development of engagement, defined by a state of mind characterised by 'vigour, dedication and absorption'. A positive organisational environment affects the well-being of employees and moves them towards better outcomes and improved work performance (Kundi/Aboramadan/Elhamalawi/Shahid 2021). Therefore, including positive psychology interventions in human resource management within an organisation could exhibit organisational citizenship behaviour (Bogler/Somech 2019; Young 2022). In contrast, external stressors can negatively influence the relationship with participation in work. In this sense, a stressful work environment can negatively affect productivity, and consequently, as Xia et al. (2022) highlighted, citizenship behaviour at work.

Overall, we found a high correlation between the psychological / subjective well-being of individuals and citizenship / deviant behaviour in the workplace. This confirms that the way employees are treated at the workplace by leaders or other employees can affect their well-being; hence, their work performance and engagement could increase or decrease due to the quality of these relations. Consequently, this opens the discussion to provide recommendations to leaders and managers, who can contribute to the overall well-being of workers taking into consideration the characteristics of both psychological and subjective well-being. To do that, leaders must enforce 'custom-made workplace policies' and provide appropriate resources to develop a harmonious work environment (Huang et al. 2021). Furthermore, Pradhan and Hati (2019) agree that such recommendations can contribute to increasing overall work performance. As such, by developing an environment that encourages worker well-being, organisations can also achieve increased job commitment and 'intent to stay', thus managers

can directly contribute to ‘work life stability and individual growth’ (Pradhan/Hati 2019).

Our research could not show that socio-economic status plays a mediator role in the causal relationship between psychological well-being, citizenship behaviour, and/or deviant workplace behaviour. However, previous studies have shown that education, income, position, and work stability are strongly related to participation in work (Hakanen/Ropponen/Schaufeli/De Witte 2019). Well-educated employees, occupying higher job positions and having permanent contracts, are more inclined to experience and feel work engagement. An employee with high work engagement is more committed to proactive extra role behaviour (Uddin/Mahmood/Fan 2019); therefore, there is a strong mediating relationship between job engagement and the development of organisational citizenship behaviour. However, more research is needed to examine to what extent socio-economic status influences this type of engagement and behaviour.

Furthermore, our research could not prove that socio-economic status plays a mediator role in the causal relationship between subjective well-being and citizenship behaviour. Surprisingly, we discovered that socio-economic status plays a mediator role in the relationship between subjective well-being and deviant workplace behaviour. Consistent with this finding, research conducted in 30 European countries by Hakanen et al. (2019) showed that employees with poor socio-economic status are more likely to burnout at work, which can be directly related to poor work performance. It is understandable that people with lower socio-economic status in society are more likely to develop negative perceptions about their life, work being a core domain in it. This result suggests that deviant behaviour in the workplace can be a consequence of personal frustrations caused by lack of education, low income, or other socio-economic factors.

One particular aspect of this study is its reflection on the attitudes of business students with work experience enrolled in higher education. The literature on organisational citizenship behaviour with a focus on employed students is notably scarce. Recent research conducted by Johannes and Hart (2023) among working students indicates that work-university conflicts have a detrimental effect on the well-being of this target group, subsequently influencing their organisational citizenship behaviour. However, when considering the factors that we have analysed, this study is not directly aligned with our findings. We did not uncover any pertinent comparative studies that examine the distinctions between student and non-student employees in relation to the impact of psychological / subjective well-being on organisational citizenship behaviour or deviant workplace behaviour. Some studies exclusively focused on students demonstrated a positive correlation between self-esteem and organisational citizenship behaviour (Azila-Gbettor et al. 2020). However, self-esteem is not a variable directly investigated in our research; however, it plays a crucial role as a predictor of our

key variables, psychological well-being (Çiçek 2022) and subjective well-being (Du/King/Chi 2017).

Conclusion and implications

The article examined the extent to which the well-being of individuals in the workplace influenced organisational citizenship and deviant behaviour at work. We found that there is a significant causal relationship between psychological and subjective workplace well-being and behaviour at work. In addition, the research revealed that socio-economic status influences the causal relationship between subjective well-being and deviant behaviour at work.

Our research offers several theoretical contributions, mainly to resource theory. This article improves understanding and meanings of the concepts of psychological and subjective well-being within the workplace and provides new empirical evidence on their direct implications on organisational citizenship and deviant behaviour. The findings of our study revealed that both psychological and subjective well-being strongly influence organisational behaviour. Yet, the two types of well-being are interrelated, and the results suggest that socio-economic status impacts the relation between subjective well-being and deviant workplace behaviour only. We have shown the influence that several external factors can exert on psychological and subjective well-being and how, in turn, this influences citizenship or deviant behaviour externalised in the workplace. In line with our research, Wong et al. (2021) agree that understanding the factors at the intrapersonal level and innermost feelings are crucial for understanding the involvement of individuals in both work-related and non-work-related roles.

Our results have practical implications for organisations and employees. First, the article contributes to a better understanding of the connections between psychological well-being and the perception of individuals of achieving work performance. The present study explains the relevance and high importance of experiencing psychological and subjective well-being by employees to gain work-related commitment and, consequently, to cultivate organisational citizenship behaviour. To increase work performance at the organisational level, leaders must create a healthy working environment in which employees are encouraged to cultivate positive participation in their professional activities. The psychological and subjective well-being of employees are the core factors for developing organisational citizenship behaviour, which is an undeniable phenomenon supporting business sustainability. Complementary to our research, a study conducted by Yaakobi and Weisberg in 2020 showed that organisational citizenship behaviour predicts job performance. Therefore, companies should include employee well-being, both psychological and subjective, in their internal programmes and policies to achieve company goals in terms of performance.

Although this research has important implications both for theory and practice, it is not without limitations. The first limitation refers to data collection, which were limited to a large public university in Romania. Also, respondents were limited to the range of responses given in the questionnaire, with no possibility to ask clarifying questions. Based on the data available for this investigation, we were unable to prove that socio-economic status plays a mediator role in the causal relationship between psychological well-being of individuals and their behaviour on the job. Further research should investigate this by analysing data related to other organisations in Romania or other countries, such as employing companies, as well as data pertaining to different sectors of activity. Another limitation refers to the sample. The nature of our sample and its specificity can present possible differences in perception and behaviour when it comes to examining overall satisfaction with life and work of respondents. When making comparisons, the study did not always consider the specificity of respondents who were constrained by both the compliance with academic standards and demands as well as the requirements and expectations of their employers. Future similar studies should consider this.

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