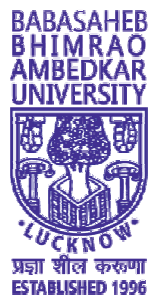


**MEASURING THE IMPACT OF EMPLOYEE HAPPINESS
ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR
IN SELECT INDIAN ORGANIZATIONS**

**Abstract of
Thesis**

**SUBMITTED
FOR THE AWARD OF DEGREE OF**

Doctor of Philosophy
in
MANAGEMENT



Research Scholar

SHIWANI SINGH

Enrollment No.: 1702/19

Supervisor

Dr. TARUNA

Associate Professor

**DEPARTMENT OF RURAL MANAGEMENT
SCHOOL OF MANAGEMENT AND COMMERCE
BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY
(A Central University) (NAAC A++ Accredited)
VIDYA VIHAR, RAEBARELI ROAD, LUCKNOW-226 025
UTTAR PRADESH, INDIA**

2023

Abstract

Background of the Study-

The service sector, distinguished by its emphasis on human interactions and customer-centric practices, has increasingly recognized the pivotal nexus between employee happiness and organizational citizenship behaviour. Within this industry, where the quality of customer experiences is paramount, the happiness of employees emerges as a cornerstone influencing their participation in discretionary behaviours that surpass formal job roles. By unraveling this connection, the research aims to provide insights that can direct strategies for cultivating a positive workplace culture in service-oriented businesses. This positivity, stemming from employee happiness and translated into OCB, can have a cascading effect on internal collaboration, customer interactions, and, ultimately, the overall success of service-oriented enterprises. Furthermore, the findings of this research hold practical significance for organizational leaders navigating the unique challenges of the service sector. The identified synergies between employee happiness and organizational citizenship behaviour are poised to offer actionable guidance. Leveraging these synergies becomes a strategic imperative for sustained success and enhanced customer satisfaction within the service-oriented business organizations. Hence, this study contributes to the growing body of knowledge aimed at optimizing organizational outcome in the service sector, emphasizing the integral role of employee happiness and organizational citizenship behaviour in achieving long-term prosperity and customer-centric excellence .

Dimensions of OCB –

Organ, (1988) identified the five-factor model of OCB provides a comprehensive framework to categorize and understand various types of extra-role behaviours exhibited by employees within an organization. Each factor represents a distinct dimension of OCB, offering a detailed perspective on the different ways employees contribute beyond their formal job responsibilities. The five dimensions are “conscientiousness”, “altruism” “courtesy”, “civic virtue”, and “sportsmanship”

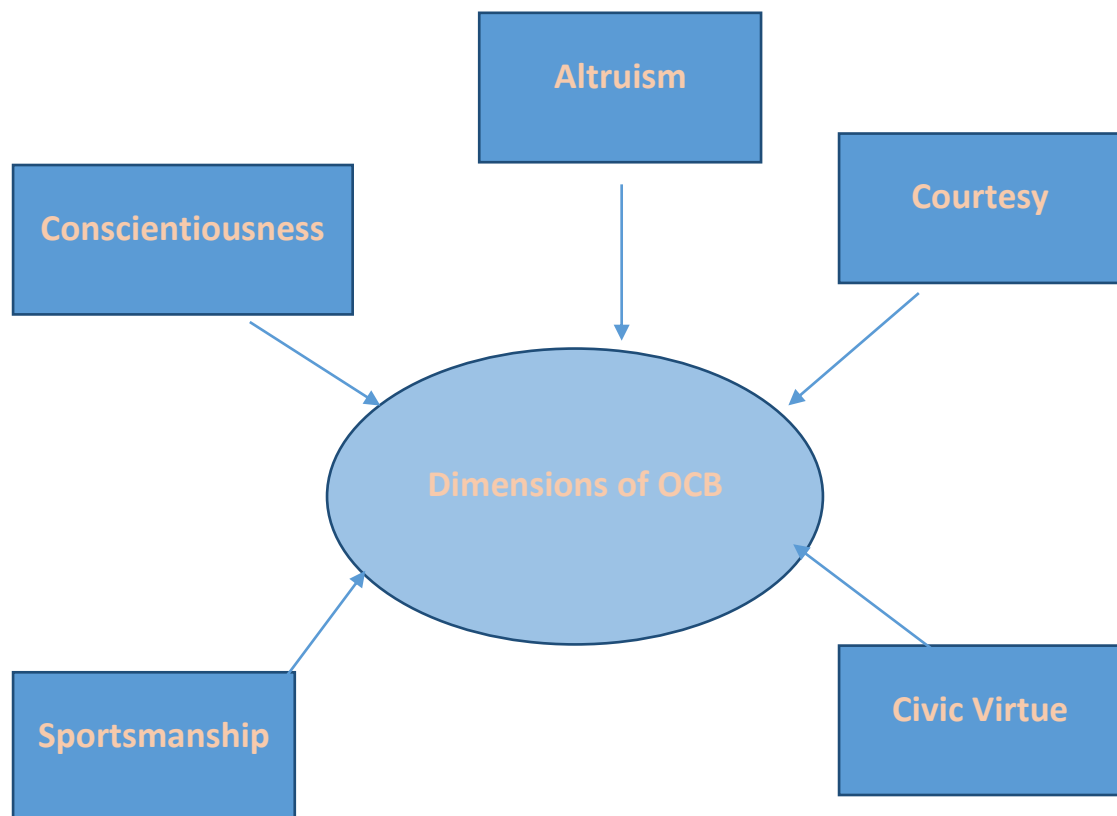


Figure: Dimensions of OCB

Image Source: Organ, (1988)

Conscientiousness-

Conscientiousness can be explained as the degree of an individual's commitment and dedication to their job that goes beyond what is formally required. This means that

conscientious employees exhibit a strong work ethic and a willingness to invest additional time and effort into their work tasks, often exceeding the basic job expectations (Ocampo et al., 2018). It incorporates following set of actions- Firstly; conscientious employees exhibit a strong commitment to their tasks, often going above and beyond by working long hours.

Altruism –

Altruism, as described by Organ, (1988), refers to an employee's voluntary and selfless act of providing assistance and support to their co-workers, supervisors, and other individuals within the organization. Smith et al. (1983) characterized altruism as a type of prosocial behaviour. Prosocial behaviour can be described as actions that are undertaken voluntarily with the purpose of benefiting someone else (Brief & Motowidlo, 1987). At its core, it embodies selflessness, where employees willingly prioritize the needs and interests of others over their own.

Courtesy –

Courtesy, in the context of OCB, includes behaviours aimed at preventing problems and mitigating their impact in the future within the workplace (Chaitanya & Tripathi, 2001). It involves actions that contribute to maintaining a harmonious and productive work environment by minimizing interpersonal issues and conflicts (Podsakoff et al., 2000). In the workplace, courtesy involves preventing interpersonal problems by promoting respectful and civil interactions among employees.

Civic Virtue –

Civic virtue refers to the active involvement of employees in an organization's political activities and their support for administrative functions. It involves actions

such as attending meetings, staying informed about organizational changes, and taking participation in company-related matters. Civic virtue reflects the extent to which employees perceive themselves as integral parts of the organization and willingly embrace work-related responsibilities.

Sportsmanship –

According to (Castro et al., 2004) and (Mohammad et al., 2011), sportsmanship in the workplace can be defined as a particular set of characteristics and behaviours displayed by employees. One fundamental aspect of sportsmanship is endurance in challenging work environments, which reflects an individual's determination and resilience in the face of difficult or adverse work conditions. This characteristic signifies an employee's commitment to their tasks and responsibilities even when confronted with unfavourable circumstances, highlighting their capacity to persevere.

Antecedents of OCB

Organizational citizenship behaviour is seen as an employee's way of interpreting their role performance, which is crucial for enhancing the organization's processes and overall success. Consequently, to enhance organizational effectiveness and attain its objectives, it is vital to gain insights into the factors that influence employees' engagement in organizational citizenship behaviour. Understanding these influencing factors is essential for creating an environment that encourages employees to go above and beyond their formal job requirements, thereby contributing significantly to the organization's achievement of its goals (Alshaabani et al., 2021).

Perceived Organizational Support

Perceived Organizational Support holds significant importance in the field of organizational psychology, as it pertains to employees' perceptions regarding the

extent to which their organization values and provides support for them. Eisenberger et al., (1986) characterized POS as employees' "global beliefs about the extent to which the organization cares about their well-being and values their contributions".

Supervisor Support

Eisenberger et al., (2002) observed that supervisor support plays a significant role in shaping employees' perceptions of perceived organizational support. This relationship is built on several key psychological and interpersonal factors. When employees feel that their immediate supervisor supports their well-being, provides guidance, and values their contributions, it creates a strong sense of trust and commitment. This trust extends beyond the supervisor and influences how employees view the entire organization. Employees tend to believe that if their supervisor, who represents the organization at the immediate level, is supportive, then the organization as a whole cares about its employees. This sense of reciprocity and positive treatment fosters a deep connection between the employee and the organization, enhancing their perception of organizational support.

Fairness or Workplace Justice

The terms "fairness" and "justice," have frequently been employed synonymously in the literature (Moorman, 1991). Over the years, a wealth of research has consistently underscored the paramount importance of organizational justice in molding the attitudes and behaviours of employees within the workplace (Akram et al., 2020; Khaola & Musiiwa, 2021; Khaola & Rambe, 2020). Organizational justice is, broadly explained as, "the individual's and the group's perception of the fairness of treatment received from an organization and their behavioural reaction to such perceptions" (Aryee et al., 2002). Organizational justice, a multifaceted concept, revolves around

the fundamental notion of fairness perceived by employees regarding their treatment by the organization. Its components encompass distributive justice, procedural justice, interactional justice and informational justice.

Job Characteristics

In organizations, job characteristics refer to the specific attributes and features of individual job roles that significantly influence how employees experience their work and, in turn, impact organizational performance. These characteristics are typically assessed through frameworks like Hackman and Oldham's Job Characteristics Model which identifies five key elements: skill variety, task identity, task significance, autonomy, and feedback (Hackman & Oldham, 1976). Skill variety pertains to the diversity of skills required in a job, while task identity relates to whether employees can see the entirety of their work from start to finish. Task significance gauges the impact of a job on others or the organization as a whole. Autonomy measures the level of independence and decision-making authority an employee has in their role, and feedback evaluates the extent to which employees receive information about their performance. The role of these job characteristics is vital, as they profoundly affect employee satisfaction and performance. Jobs designed with favourable characteristics tend to result in more engaged, satisfied, and productive employees. Moreover, job characteristics can shape the organizational culture by fostering innovation, collaboration, and a sense of purpose among employees.

Reward and Recognition

Rewards play a crucial role in motivating individuals within the workplace by offering tangible incentives that drive their performance and efforts. These rewards are often classified into two main types: financial and non-financial. Financial

incentives includes bonuses, commission-based pay, or monetary rewards that are directly linked to performance, providing individuals with tangible benefits and financial security. On the other hand, non-financial incentives, such as recognition and appreciation, signify forms of acknowledgment and praise for an individual's contributions and achievements. These non-monetary rewards play a crucial role in boosting morale, fostering a sense of belonging, and reinforcing positive behaviour.

Employee Happiness

Happiness is a multifaceted concept encompassing various dimensions of human well-being. It includes experiencing positive emotions and a sense of emotional well-being, as well as an overall feeling of contentment with life, often referred to as subjective well-being. Life satisfaction, another integral component of happiness, reflects one's evaluation of their life's quality and fulfilment (Diener, 2000; Fisher, 2010). This concept is of paramount importance to both employees and organizations for various reasons. Employee happiness has a direct impact on an individual's work performance, motivation, and job engagement.

Theoretical Framework

Social Exchange Theory

Social exchange theory is a widely adopted theoretical framework used for the comprehension of organizational citizenship behaviour (Cropanzano et al., 2003; Yadav & Rangnekar, 2015). The theory elucidates the concept of exchanges occurring between two parties with the aim of mutual benefit. Within this framework, reciprocity policies and norms assume a central role in both promoting and regulating these exchanges of advantages. The principle of reciprocity ensures that when one party receives a benefit from another, there is an expectation that they will reciprocate in kind, fostering a sense of balance and fairness in the exchange relationship. Hence,

social exchange theory highlights the fundamental human tendency to give back when we receive, shaping cooperative and mutually beneficial interactions between individuals or groups (Cropanzano & Mitchell, 2005).

In the organizational context, the cultivation of robust social exchange relationships flourish when employees experience fair and impartial treatment, enjoy steadfast support from their supervisors, receive recognition and praise for their valuable contributions, and genuinely perceive that their well-being holds a position of paramount importance. This approach instills a profound sense of gratitude among employees, motivating them to reciprocate. Consequently, employees often exhibit positive work attitudes, characterized by enhanced job performance, engagement in extra-role behaviours, and a heightened commitment to the organization, as a means of repaying the organization for the supportive and considerate treatment they receive (Dawley et al., 2008; Roch et al., 2019; Yadav & Rangnekar, 2015).

Rationale

The rationale for investigating various dimensions of perceived organizational support and their effects on employee happiness and organizational citizenship behaviour (OCB) within service organizations is critically important. Firstly, service organizations often rely heavily on the quality of interactions between employees and customers. Hence, employees' happiness and job satisfaction are paramount, as they directly influence the service quality, customer experience, and ultimately the organization's success. Examining various dimensions of perceived organizational support including support from supervisors, colleagues, and the organization as a whole, in addition to workplace justice, job characteristics, and reward & recognition, can provide a comprehensive perspective on how the work environment influences employee happiness.

Furthermore, OCB, which encompasses voluntary, discretionary behaviours that go beyond the formal job requirements, is particularly relevant in service industries. OCB can have a profound impact on service quality, customer satisfaction, and loyalty. Therefore, understanding how different dimensions of POS relate to OCB is crucial for enhancing overall service performance.

Moreover, by exploring these relationships within service organizations, we can develop insights and strategies to improve employee happiness, job satisfaction, and their willingness to engage in OCB. Ultimately, this research can lead to better management practices, employee retention, and enhanced organizational performance in service-oriented sectors. Overall, this study can throw light on the complex interplay between perceived organizational support, employee happiness, and OCB, and its potential to drive success in the competitive service industry.

Literature Review

For the study more than eighty research articles were reviewed.

Research Gap

The existing body of research has extensively examined the direct relationship between perceived organizational support and its various dimensions on organizational citizenship behaviour. However, within the Indian context and specifically through the lens of the social exchange theory, there remains a notable gap in understanding how different dimensions of perceived organizational support relate to employee happiness and, subsequently lead to organizational citizenship behaviour.

This study seeks to bridge this gap by empirically investigating the role of different facets of perceived organizational support as a predictor of both employee happiness

and organizational citizenship behaviour in the Indian context. The social exchange theory, which forms the theoretical framework for this research, posits that individuals engage in a reciprocal relationship with their organizations, wherein they provide valuable contributions in exchange for perceived support and benefits from the organization. By examining these relationships, the study strives to provide valuable insights into the factors that drive employee happiness and foster positive organizational behaviours, ultimately contributing to a deeper understanding of organizational dynamics in India. Based on the research gap the conceptual model of this study is depicted in Figure.

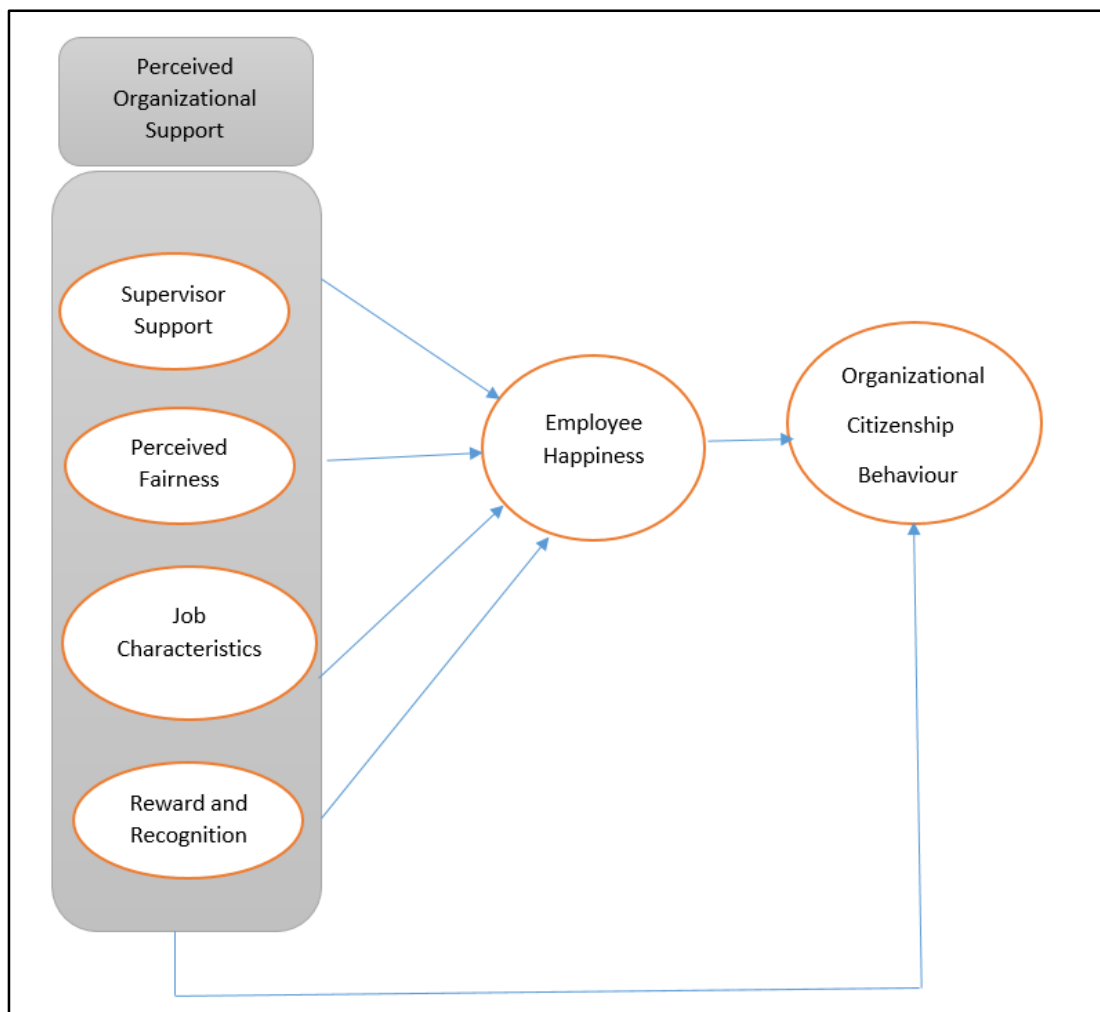


Figure: Conceptual Model

Research Methodology

Research methodology refers to the systematic approach used by researchers to gather data, analyze information, and draw conclusions in a study. The choice of research methodology depends on the research questions, objectives, and the nature of the data being collected.

This chapter starts by outlining the fundamental components of the research design. It covers the research type (qualitative, quantitative, or mixed), the unit of analysis (individuals, organizations, etc.), the investigation's time horizon, the questionnaire structure, the study's target population, and the representative sample chosen for data collection. Subsequently, the chapter proceeds with the development of the questionnaire, delineation of data collection procedures, and the application of data analysis techniques to measure the variables. Additionally, the inclusion of pilot testing is vital to assess and refine the research instruments and procedures for enhanced accuracy and reliability.

Objectives of the Study

- To identify the different factors that influence the perception of organizational support at work among employees through extant literature.
- To examine the direct effect of different factors of perception of organizational support on organizational citizenship behaviour.
- To examine the mediating effect of employee happiness in the relationship between different factors of perception of organizational support and organizational citizenship behaviour.

Research Questions

- What are the factors that influence employees' perception of organizational support at work among employees?
- Does different factors of perception of organizational support influence organizational citizenship behaviour?
- Does employee happiness mediate the relationship between different factors of perception of organizational support and organizational citizenship behaviour?

Hypotheses of the Study

In order to fulfill the objectives of this study, the following hypotheses have been formulated:

Direct Path Hypotheses

H0: There is no significant direct impact of different factors of perception of organizational support on organizational citizenship behaviour.

H1: There is significant direct impact of different factors of perception of organizational support on organizational citizenship behaviour.

Further, this hypothesis is divided into four sub-hypotheses-

H0.1.1. There is no significant impact of supervisor support on organizational citizenship behaviour.

H1.1.1. There is significant impact of supervisor support on organizational citizenship behaviour.

H0.1.2. There is no significant impact of perceived fairness on organizational citizenship behaviour.

H1.2. There is significant impact of perceived fairness on organizational citizenship behaviour.

H0.3. There is no significant impact of job characteristics on organizational citizenship behaviour.

H1.3. There is significant impact of perceived fairness on organizational citizenship behaviour.

H0.4. There is no significant impact of reward & recognition on organizational citizenship behaviour.

H1.4. There is significant impact of reward & recognition on organizational citizenship behaviour.

Mediating Hypotheses

H0₂: Employee happiness does not mediate the relationship between different factors of perception of organizational support and organizational citizenship behaviour.

H1₂: Employee happiness mediates the relationship between different factors of perception of organizational support and organizational citizenship behaviour.

Further, this hypothesis is divided into four sub hypotheses-

H0_{2.1}. Employee happiness does not mediate the relationship between supervisor support and organizational citizenship behaviour.

H1_{2.1}. Employee happiness mediates the relationship between supervisor support and organizational citizenship behaviour.

H0_{2.2}. Employee happiness does not mediate the relationship between perceived fairness and organizational citizenship behaviour.

H12.2. Employee happiness mediates the relationship between perceived fairness and organizational citizenship behaviour.

H02.3. Employee happiness does not mediate the relationship between job characteristics and organizational citizenship behaviour.

H12.3 Employee happiness mediates the relationship between job characteristics and organizational citizenship behaviour.

H02.4. Employee happiness does not mediate the relationship between reward & recognition and organizational citizenship behaviour.

H12.4. Employee happiness mediates the relationship between reward & recognition and organizational citizenship behaviour.

Data Analysis and Interpretation

Objective 1: To identify the different factors that influence the perception of organizational support at work among employees.

The primary aim of this study is to elucidate the diverse factors that shape employees' perceptions of organizational support in their workplace. In pursuit of this objective, a comprehensive review of the literature has been conducted. A meta-analysis conducted by Rhoades & Eisenberger, (2002) has highlighted four key categories that play a pivotal role in shaping this perception: supervisor support, perceived fairness, job characteristics, and reward and recognition.

Objective 2: To examine the direct effect of different factors of perception of organizational support on organizational citizenship behaviour.

H01.1. There is no significant impact of supervisor support on organizational citizenship behaviour.

H1.1.1. There is significant impact of supervisor support on organizational citizenship behaviour.

H0.1.2. There is no significant impact of perceived fairness on organizational citizenship behaviour.

H1.1.2. There is significant impact of perceived fairness on organizational citizenship behaviour.

H0.1.3. There is no significant impact of job characteristics on organizational citizenship behaviour.

H1.1.3. There is significant impact of job characteristics on organizational citizenship behaviour.

H0.1.4. There is no significant impact of reward & recognition on organizational citizenship behaviour.

H1.1.4. There is significant impact of reward & recognition on organizational citizenship behaviour.

Hypotheses Testing

H0.1.1. There is no significant direct impact of supervisor support on organizational citizenship behaviour.

H1.1.1. There is significant direct impact of supervisor support on organizational citizenship behaviour.

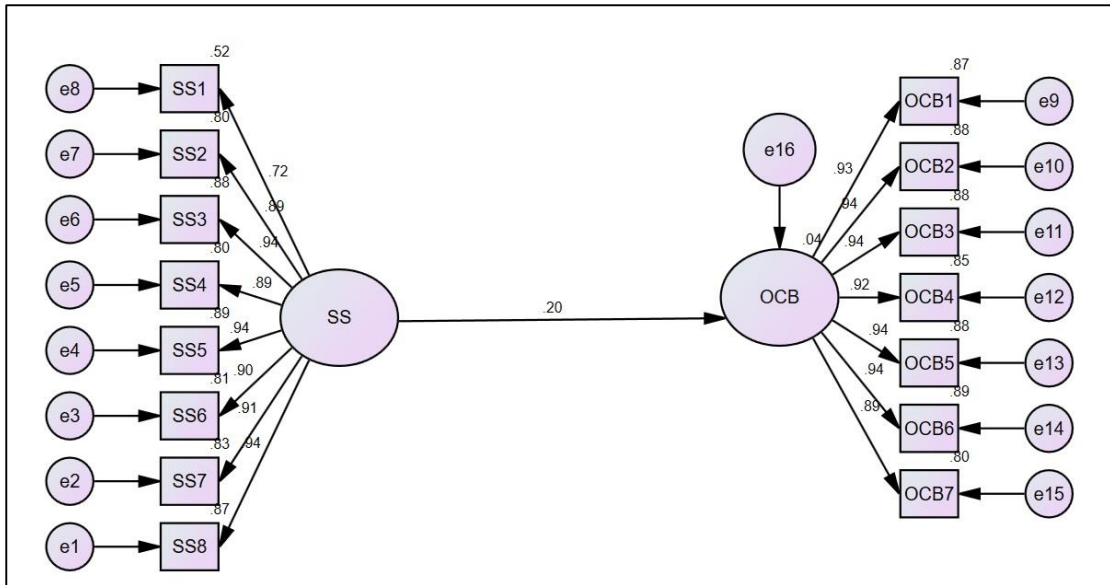


Figure: Standardised Estimates of Direct Path between SS and OCB

In the illustrated Figure SS represents an independent latent variable, and OCB is the dependent variable. The Figure depicts the direct relationship between SS and OCB, with the numeric values on the arrows denoting standardized estimates, which indicate the strength of this direct association.

Table: Direct Effect of SS on OCB

Path	Standardized Estimation	S.E.	C.R.	P-Value	Significant
SS→OCB	0.197	.041	4.804	.000	***

The findings in table indicate a positive relationship between SS and OCB, with a regression coefficient (b) of 0.197 and the p value is less than .001.

H0_{1.2}. There is no significant direct impact of perceived fairness on organizational citizenship behaviour.

H1_{1.2}. There is significant direct impact of perceived fairness on organizational citizenship behaviour.

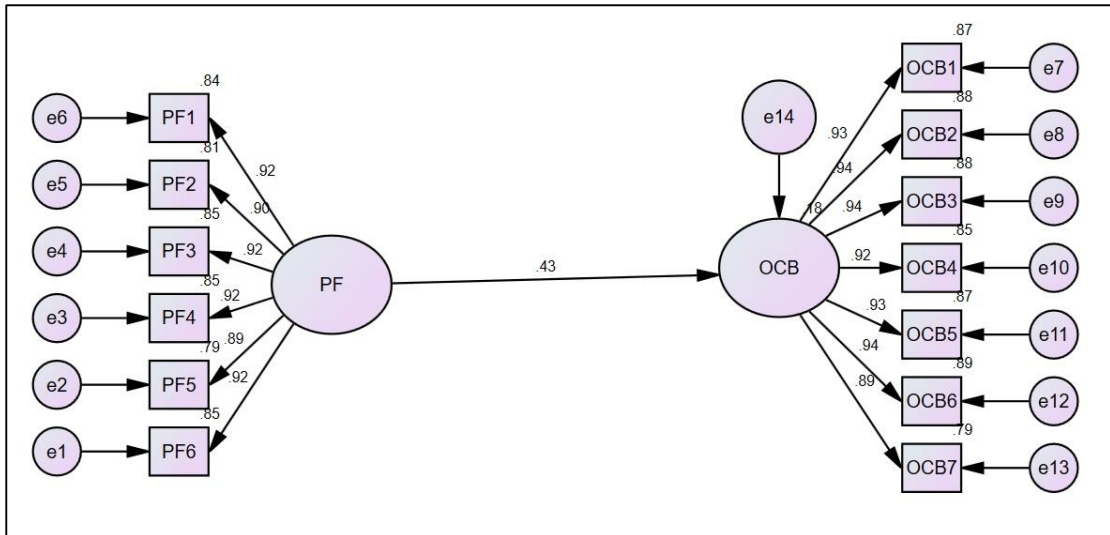


Figure: Standardised Estimates of Direct Path between PF and OCB

Figure provides a visual representation of the strength of the direct relationship between the variables perceived fairness and organizational citizenship behaviour.

Table: Direct Effect of PF on OCB

Path	Standardized Estimation	S.E.	C.R.	P-Value	Significant
PF→OCB	0.426	.043	9.906	.000	***

Table reveals a significant and positive relationship between PF and OCB, with a regression coefficient of 0.426. The p-value below 0.001 highlights the strong statistical significance of this relationship.

H0_{1.3}. There is no significant direct impact of job characteristics on organizational citizenship behaviour.

H1_{1.3}. There is significant direct impact of job characteristics on organizational citizenship behaviour.

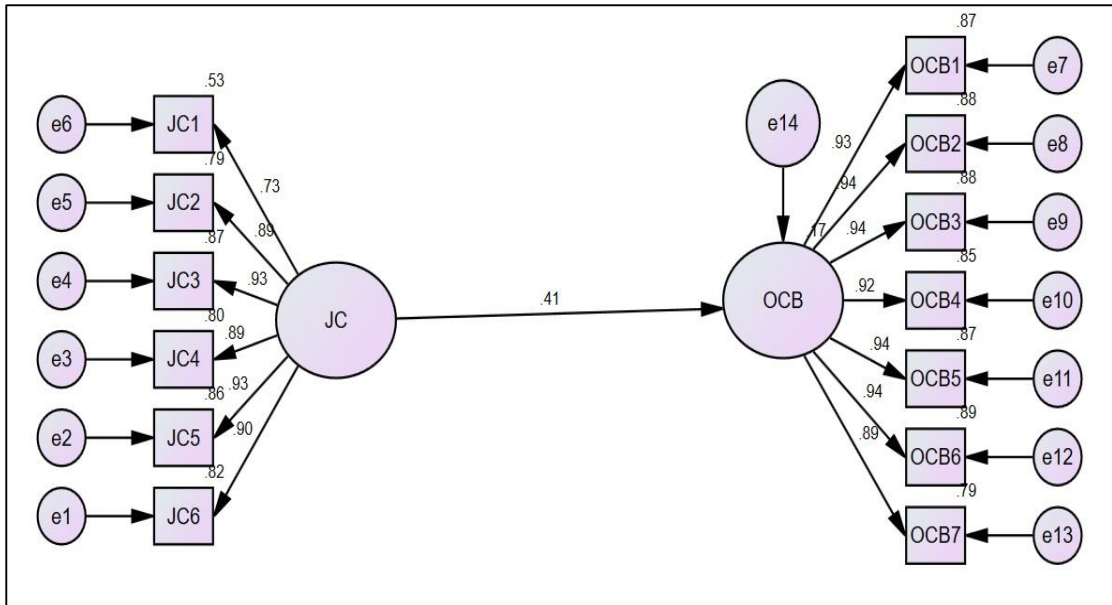


Figure: Standardised Estimates of Direct Path between JC and OCB

The depicted Figure presents the direct relationship between JC and OCB with standardized estimates, emphasizing the magnitude of this connection.

Table: Direct Effect of JC on OCB

Path	Standardized Estimation	S.E.	C.R.	P-Value	Significant
JC→OCB	0.410	.033	12.424	.000	***

The results displayed in table emphasize the significant and positive impact of JC on OCB with a standardized beta of 0.410 and a p-value of 0.000.

H0_{1.3}. There is no significant direct impact of reward & recognition on organizational citizenship behaviour.

H1_{1.3}. There is significant direct impact of reward & recognition on organizational citizenship behaviour.

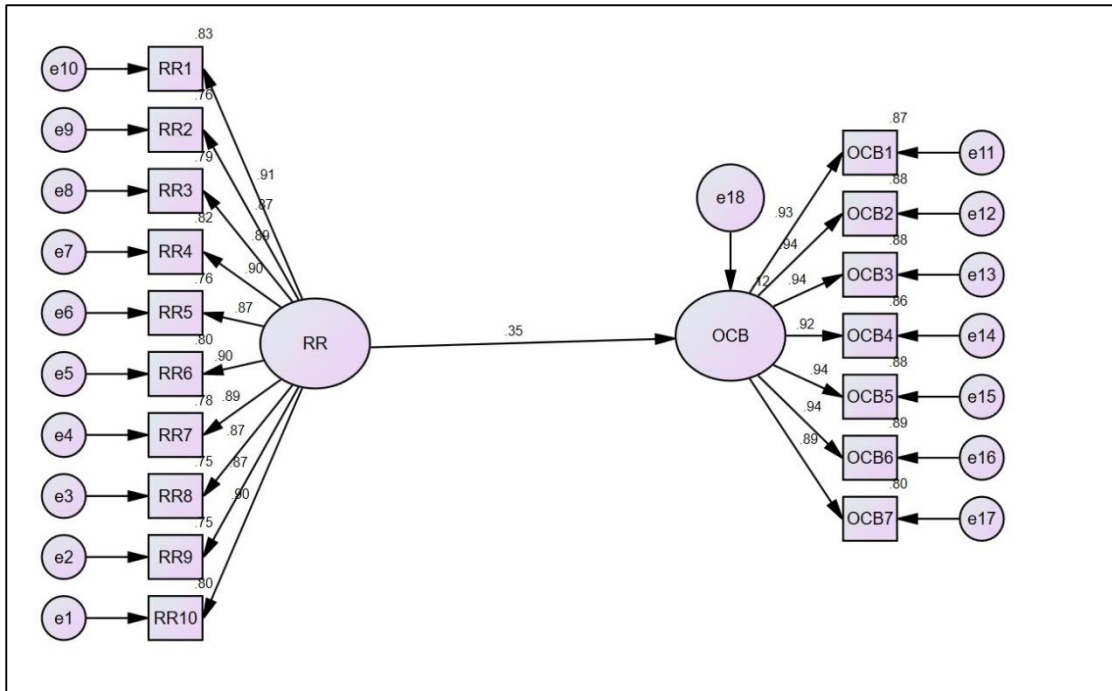


Figure: Standardised Estimates of Direct Path between RR and OCB

Figure demonstrates the direct relationship between RR and OCB, with the standardized estimates, which indicate the strength of this direct relationship.

Table: Direct Effect of RR on OCB

Path	Standardized Estimation	S.E.	C.R.	P-Value	Significant
RR→OCB	0.353	.038	9.289	.001	***

The results highlighted in table signify the significant and positive influence of RR on OCB with a standardized beta of 0.35 and p-value is less than 0.01.

Objective 3: To examine the mediating effect of employee happiness in the relationship between different factors of perception of organizational support and organizational citizenship behaviour.

H03.1. Employee happiness does not mediate the relationship between supervisor support and organizational citizenship behaviour.

H13.1. Employee happiness mediates the relationship between supervisor support and organizational citizenship behaviour.

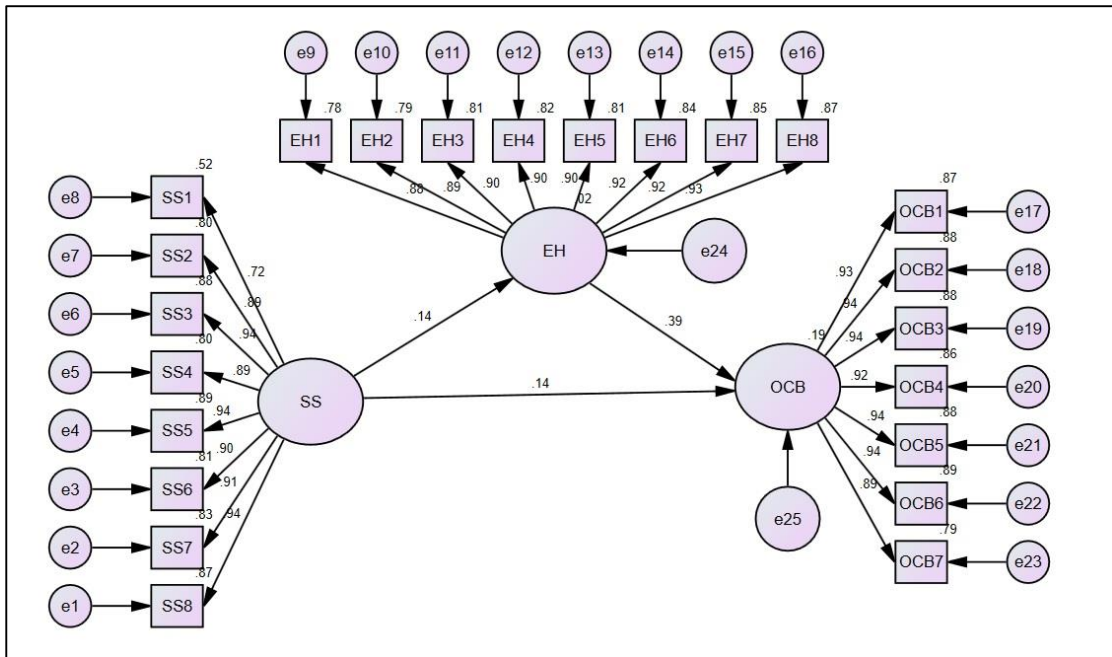


Figure: Standardized Estimates of EH Mediating the Relationship Path of SS and OCB

Table: Mediation Analysis

Path		Effects	p-value	Mediation	Result
SS→EH→OCB	Indirect	0.053	.03	Partial	H14-Supported
	Direct	0.145	.02		

A bootstrapping approach with 5000 resamples was used to evaluate the significance of mediation effects. The findings in Table suggest that employee happiness acts as a partial mediator in the relationship between SS and OCB. This mediation is supported by the p-value being less than .05.

H03.2. Employee happiness does not mediate the relationship between perceived fairness and organizational citizenship behaviour.

H13.2. Employee happiness mediates the relationship between perceived fairness and organizational citizenship behaviour.

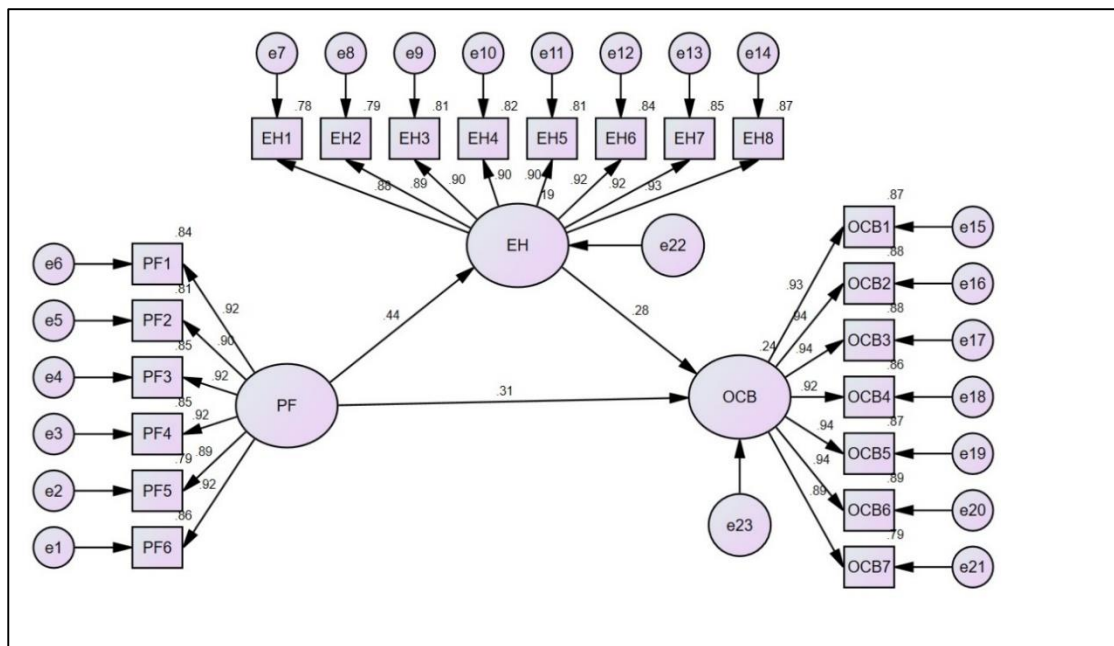


Figure: Standardized Estimates of EH Mediating the Relationship Path of PF and OCB

Table: Mediation Analysis

Path		Effects	p-value	Mediation	Result
PF→EH→OCB	Indirect	0.124	.01	Partial	H14-Supported
	Direct	0.305	.001		

A bootstrapping technique using 5000 resamples was utilized to evaluate the significance of mediation effects. The findings presented in Table indicate that employee happiness serves as a partial mediator in the relationship between PF and OCB.

H02.3. Employee happiness does not mediate the relationship between job characteristics and organizational citizenship behaviour.

H12.3 Employee happiness mediates the relationship between job characteristics and organizational citizenship behaviour.

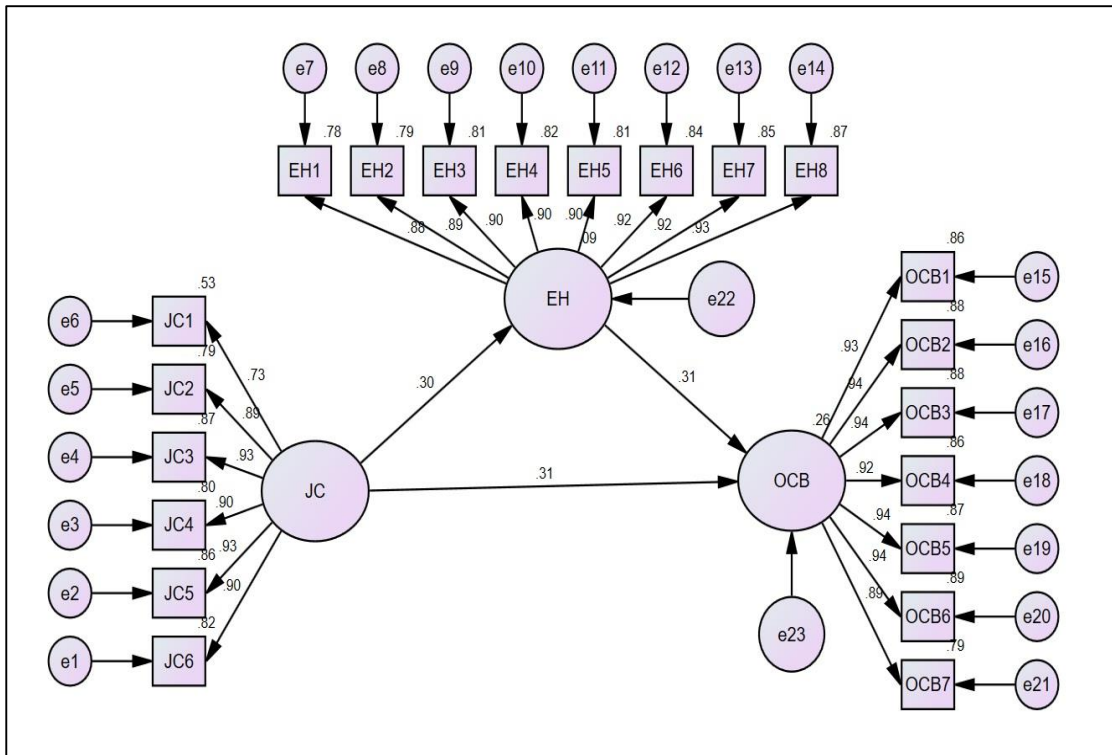


Figure: Standardized Estimates of EH Mediating the Relationship path of JC and OCB

Table: Mediation Analysis

Path		Effects	p-value	Mediation	Result
JC→EH→OCB	Indirect	0.095	.02	Partial	H14-Supported
	Direct	0.314	.001		

Table indicates that the p-value for the indirect path is .02, demonstrating its significance at the .05 level. The findings of Table presents that EH operates as a partial mediator in the relationship between JC and OCB. This partial mediation is evident as the standardized regression weight between JC and OCB remains statistically significant even after integrating EH into the model.

H02.4. Employee happiness does not mediate the relationship between reward & recognition and organizational citizenship behaviour.

H12.4. Employee happiness mediates the relationship between reward & recognition and organizational citizenship behaviour.

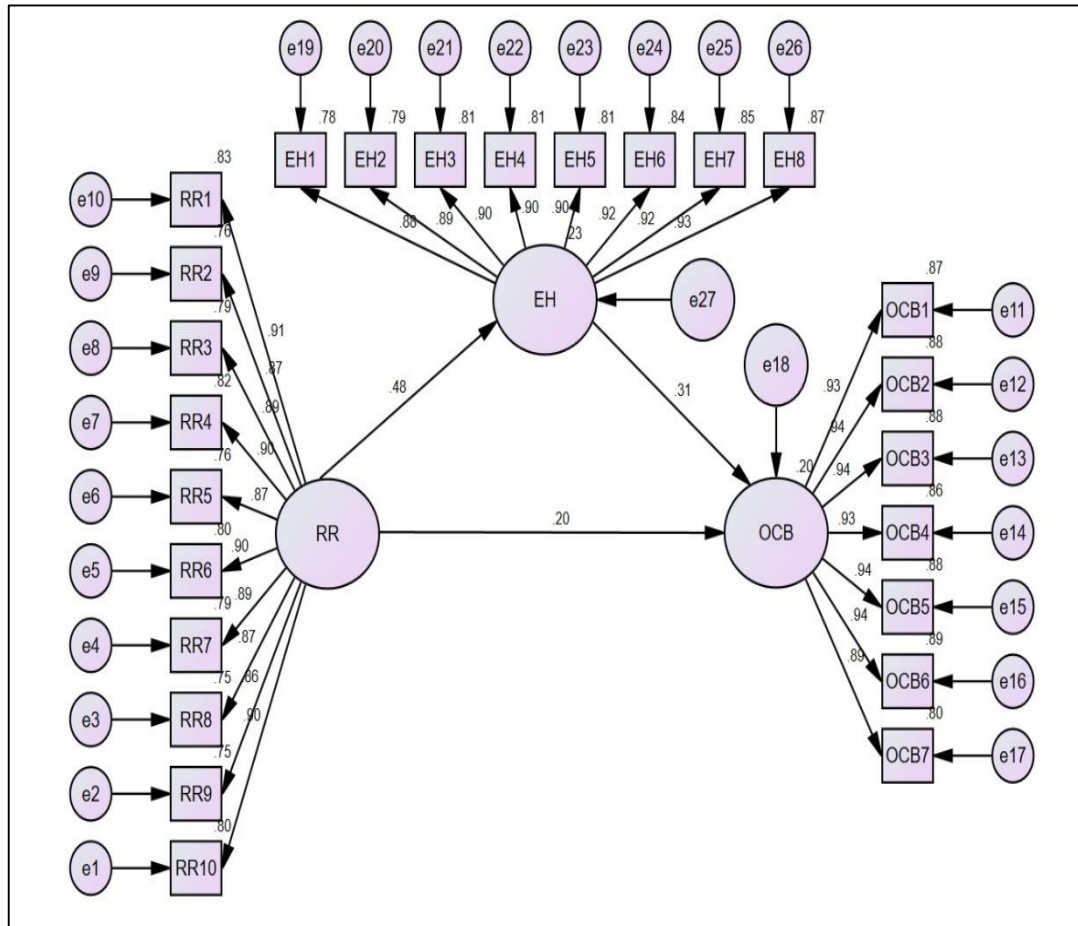


Figure: Standardized Estimates of EH Mediating the Relationship Path of RR and OCB

Table: Mediation Analysis

Path		Effects	p-value	Mediation	Result
RR→EH→OCB	Indirect	0.149	.01	Partial	H1 ₄ -Supported
	Direct	0.205	.001		

A bootstrapping technique with 5000 resamples was used to determine the significance of mediation effects. The findings of Table indicate that employee happiness partially mediates the relationship between RR and OCB.

Table: Result of the Data Analysis

Null Hypothesis	Result	Alternate Hypothesis	Result
H0_{1.1}	Rejected	H1_{1.1}	Accepted
H0_{1.2}	Rejected	H1_{1.2}	Accepted
H0_{1.3}	Rejected	H1_{1.3}	Accepted
H0_{1.4}	Rejected	H1_{1.4}	Accepted
H0_{2.1}	Rejected	H1_{2.1}	Accepted
H0_{2.2}	Rejected	H1_{2.2}	Accepted
H0_{2.3}	Rejected	H1_{2.3}	Accepted
H0_{2.4}	Rejected	H1_{2.4}	Rejected

Findings

The first research question was to identify the factors that influence employees' perception of organizational support at work among employees?

In the exploration of factors influencing employees' perception of organizational support, an in-depth literature review, including a meta-analysis conducted by Rhoades and Eisenberger in 2002, has revealed four pivotal categories that significantly shape this perception. Firstly, the role of supervisor support emerges as a crucial determinant, reflecting the importance of employees feeling supported and guided by their immediate supervisors. Secondly, perceived fairness in organizational policies and practices is identified as another influential factor, emphasizing the impact of equitable treatment on employees' overall perception of support.

Additionally, job characteristics, encompassing the nature of the job and its alignment with individual skills and interests, prove to be integral in shaping employees' attitudes towards organizational support. Lastly, the provision of adequate reward and recognition for employees' contributions within the organization stands out as a key category, underlining the significance of acknowledging and appreciating employees for their efforts. Collectively, these four dimensions significantly influence how employees perceive the level of support they receive from the organization in the workplace.

The second research question was to examine the direct effect of different factors of perception of organizational support on organizational citizenship behaviour.

This study's results show that each dimension of perceived organizational support has a significant and direct effect on organizational citizenship behaviour. The standardized estimates for supervisor support (.197), perceived fairness (.426), job conditions (.410), and reward & recognition (.353) are all statistically significant at the 0.01 level, emphasizing the crucial role of these factors in shaping employees' organizational citizenship behaviour .

The third research question was to investigate the mediating role of employee happiness in the relationship between various facets of perceived organizational support and organizational citizenship behaviour. The standardized indirect effect of different dimensions of perceived organizational support on organizational citizenship behaviour through employee happiness were as follows: supervisor support (.053, $p < .05$), perceived fairness (.124, $p < .01$), job characteristics (.095, $p < .05$), and reward & recognition (.149, $p < .01$). These results emphasize the key role of employee happiness as a mediating factor that links different dimensions of perceived organizational support to organizational citizenship behaviour.

Conclusions & Suggestions

The thorough examination of the intricate relationship among the various facets of the perception of organizational support, which includes supervisor support, perceived fairness, job characteristics, reward and recognition, and their influence on organizational citizenship behaviour in the presence of employee happiness serving as a mediating variable holds great significance, especially within the context service sector of India. POS represents a combination of elements within an organization, including supervisor support, perceived fairness, job characteristics, and recognition and rewards. When employees perceive and experience these elements positively, they are more likely to willingly engage in behaviours that go beyond their core job responsibilities. These voluntary behaviours, encompassing acts of cooperation, innovation, and contributing to the organization's success, collectively known as organizational citizenship behaviour. This finding emphasizes that these dimensions of support play a pivotal role in creating a positive and productive workplace environment.

Furthermore, the introduction of employee happiness as a mediating factor in this context highlights the crucial role that employee well-being plays in the relationship between POS and OCB. Employee happiness serves as a bridge that connects the dimensions of POS with OCB. Happy employees tend to be more committed, enthusiastic, and driven to contribute beyond their job descriptions. Employee happiness acts as the driving force that enhance the positive impact of POS on OCB, creating a virtuous cycle of support, happiness, and proactive contributions. This understanding is essential for organizations aiming to create a thriving, collaborative, and highly effective workplace.

Based on the study's findings, here are some valuable suggestions for organizations looking to enhance organizational citizenship behaviour and foster happiness in the workplace through increased organizational support:

Organizations should invest in supervisor training programs that emphasize the importance of supporting and communicating effectively with their teams. Encourage supervisors to be approachable and available for guidance, feedback, and mentorship. Regular one-on-one meetings and open communication channels can help build strong supervisor-employee relationships.

Organizations should ensure that policies and decision-making processes are transparent and consistently applied. Communicate these policies clearly to employees. Implement regular assessments and surveys to gauge employee perceptions of fairness and equity within the organization. Address any discrepancies or concerns promptly.

Consider employees' strengths and preferences when assigning tasks. Tailor job roles to be challenging and engaging, offering opportunities for skill development and autonomy.

Organizations should provide opportunities for cross-training and career development, enabling employees to take on new challenges and expand their skill sets.

Organizations should establish structured reward and recognition programs that celebrate both individual and team achievements. These programs should be fair and transparent.

Encourage peer-to-peer recognition and feedback, allowing employees to acknowledge and appreciate the efforts of their colleagues.

Organizations should regularly monitor employee happiness through surveys and feedback mechanisms. Use the collected data to understand the factors contributing to happiness and well-being.

Foster a culture of appreciation and mutual respect within the organization. Celebrate diversity and inclusion, ensuring that all employees feel valued and respected.

Encourage teamwork and collaboration by creating opportunities for employees to work together on projects and initiatives.

Offer training on interpersonal skills, teamwork, and problem-solving to empower employees to engage in organizational citizenship behaviour effectively.

Implications of the Study

a. Managerial Implications

The implications derived from this study hold considerable significance for organizations seeking to optimize their performance, productivity and employee commitment. The findings emphasize that to enhance organizational citizenship behaviour, firms should place a central focus on cultivating happiness in the workplace. This can be effectively achieved by augmenting organizational support, which is recognized as a fundamental driver of both employee happiness and organizational citizenship behaviour. At workplace, organizations must ensure the provision of appropriate supervisor support. This means fostering relationships between supervisors and employees characterized by effective communication, mentorship, and guidance, which contribute to a sense of value and support. Additionally, creating transparent and fair working conditions, where employees perceive equitable treatment and opportunities for growth, is crucial. Job

characteristics should be designed to be challenging and engaging, offering employees opportunities for skill development and autonomy in their roles. Finally, organizations should establish robust reward and recognition systems to acknowledge and reward employees for their contributions. These strategies, collectively, contribute to the development of a positive workplace environment, foster employee happiness and consequently drive active participation in OCB. The practical implications of this study point the way for organizations to enhance their overall productivity, teamwork, and workplace culture by investing in the well-being and happiness of their employees.

b. Theoretical implications

This research significantly contributes to the existing body of knowledge by illuminating the multifaceted impact of various dimensions of perceived organizational support on organizational citizenship behaviour and the mediating role of employee happiness in this relationship. The findings highlight that each dimension of POS independently plays a significant role in influencing OCB, indicating their direct impact on the proactivity and positive contributions of employees within the organizational context. Furthermore, the identification of employee happiness as a mediator in the relationship between these POS dimensions and OCB offers a nuanced understanding of the underlying mechanisms. This insight implies that the positive effects of supervisor support, perceived fairness, job characteristics, and reward & recognition on OCB are channelled through the enhancement of employee happiness. Consequently, organizations aiming to cultivate a culture of OCB can strategically focus on fostering employee happiness through targeted interventions in these POS dimensions. This insight provides a more comprehensive understanding of how organizational support influence employee

well-being and citizenship behaviours, offering guidance for organizations seeking to enhance both employee happiness and proactive contributions to the organizational ethos .

Limitations and Future Scope of the Study

This study presents significant research findings, yet there exist certain limitations that future research endeavours may address.

Firstly, all hypotheses were assessed using cross-sectional data. To obtain a more in-depth and comprehensive understanding of the relationships studied, future research may benefit from adopting a longitudinal research design. This would enable researchers to monitor changes over time, providing a more insightful and nuanced perspective on the subject matter. Secondly, future studies may investigate additional mediating variables beyond employee happiness that might influence the connection between various dimensions of perception of organizational support and organizational citizenship behaviour such as psychological safety, trust in management, job satisfaction, and employee engagement. Thirdly, future research may incorporate moderating variables like job tenure, age, leadership style, and individual personality traits to analyze their influence on the relationship between various dimensions of perception of organizational support and organizational citizenship behaviour. Lastly, researchers could employ a mixed-method approach, combining both quantitative and qualitative methodologies, to gain a deeper understanding of the interplay between employee happiness and organizational citizenship behaviour.