



## **THE IMPACT OF JOB INVOLVEMENT, EMPLOYEE HAPPINESS AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) IN THE BANKING ECOSYSTEM IN INDIA**

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### **Abstract**

*This study exemplifies the impact of job involvement, employee happiness and job satisfaction on organisational citizenship behaviour (OCB) in the Indian banking scenario. Abiding upon standardised theories of OCB this research is highlighting how job-related attitudes advance and voluntary behaviours that improves organisational effectiveness in service-oriented ecosystem. A quantitative approach was inculcated for data collected where sample size was 477 banking employees across public and private institutions. To establish the relationship partial least square method was used through ADANCO. The result discussion opines that job satisfaction, job involvement, and employee happiness show significant positive impact on OCB whereas organisational support acting as a mediator. The results reveal the importance of employee wellbeing and commitment over sustainability of customer satisfaction in banking ecosystem. This paper highlights the role of banking professionals and their contributions in the field of job satisfaction, job involvement and organisational citizenship behaviour.*

**Keywords:** *Job Involvement, Job Satisfaction, Employee Happiness, Organisational Citizenship Behaviour*

### **Introduction**

In today's banking industry and its the advancement of professional development to acquire in functions beyond the official setup has emerged as an important component in maintaining the performance and satisfaction of customers. Organisational Citizenship Behaviour (OCB) refers



to behaviour that is voluntary and non-beneficial but promotes organisations achieve effectiveness (Organ, 1988).

According to available literature, some of the significant precursor of OCB include job satisfaction, job involvement and employee happiness including others. Job satisfaction is an important attribute for an employee workspace and day to day chores because it is associated with the favourable aspects of employee's attitude towards their jobs. Happy employees are more likely to act with generosity in accordance with civic sense, which encompasses their contribution to organizational synchronisation and service orientation (Arathy, Nair, & Binu, 2021; Dubey, 2022). Job involvement, helps to relate an employee with their job which helps to manage the better levels of commitment results in positive behaviour (SSRN, 2024-2025).

Most studies lay emphasis on the importance of employee happiness in anticipating OCB. Happiness at work is often predicted as a overall satisfaction and affective commitment it is also shown the positive impact on employee's willingness to help each other in banking ecosystem to support organisational prerogatives which activates customer experiences (Singh & Banerji, 2024; Karim, 2025).

Most of the research in Indian banking ecosystem suggests limited scope. However, the use of scales and inventories such as job involvement, engagement, and happiness creates perplexity as it is created in different zones and geographical areas and does not show the distinct contributions to OCB. Moreover, mediating and moderating factors such as workplace spirituality, organisational support, empowerment, and diversity management have been identified but remain untouched in this area (Dubey, 2022; Singh & Banerji, 2024).

Ignoring this problem the study indicates the impact of job satisfaction, job involvement, and employee happiness on OCB among banking professionals in Indian banking ecosystem. The quantitative approach with a genuine sample and refined statistical analysis using ADANCO, this research provides a clear and understandable picture of OCB in banking ecosystem.

Organisational Citizenship Behaviour (OCB) is a field of discussion now a days to signify the customer orientation and employee engagement with banking ecosystem for better quality service. As opined by Organ (1988) and others OCB is a voluntary action that is not formally



rewarded but contribute to organisational effectiveness. In recent past the issues related to job satisfaction, job involvement, and employee happiness have been purposely linked with OCB, though recent studies in the Indian banking ecosystem is new to the dynamics.

The studies reveal that within the Indian banking ecosystem more satisfied employees are found who possess altruism and other factors related to OCB. Arathy et al. (2021) suggested in their research that that bank employees who reported higher levels of satisfaction also perceived themselves as empowered, which in turn strengthened their citizenship behaviours. Dubey (2022) further opined that workplace ethics could act as a mediator between job satisfaction and OCB.

Job satisfaction and job involvement are termed as powerful tools to define OCB in banking ecosystem in India. Higher the job involvement higher the organisational commitment and employee willingness to perform a task within stipulated time period. Recent studies link the employee engagement and job involvement as a mediator for organisational support into OCB (SSRN, 2024–2025).

Employee happiness also plays a vital role in OCB in banking ecosystem in India. Singh and Banerji (2024) examined private-sector bank employees in India and concluded that happiness at work :measured through satisfaction, commitment, and engagement: was a strong predictor of OCB mostly when teamed up with positive perceptions of workplace diversity. Similarly, Karim (2025) observed that bank employees who are happier and having a better support from organisations were more likely to engage in extra-role customer service behaviours, a form of OCB directly tied to customer satisfaction and loyalty. These findings suggest that happiness not only enhances individual well-being but also increases the longevity and efficiency of an employee.

## **Literature Review**

The recent literature review lays emphasise on the mediating relationship between job related attitude and OCB in Indian banking ecosystem. Mostly Constructs and standardised scales used by many researchers specifies the role of organisational support, workplace spirituality, empowerment, and diversity management have been suggested as conducive environment



which enables the employee satisfaction, job involvement and employee happiness influence OCB (Dubey, 2022; Singh & Banerji, 2024). This enumerates the fact that happier employees are more satisfied and more involved with their jobs in banking ecosystem.

Organisational Citizenship Behaviour (OCB) is gaining the importance in the era of employee mental health and wellbeing in turn affecting the employee performance in Indian banking ecosystem mostly in the service delivery to the potential customer. Studies reveal that OCB is a non-contractual behaviour that support organisational effectiveness Organ's (1988) . The recent work done by prominent researchers suggest that how job satisfaction, job involvement and employee happiness contribute to the establishment of OCB in banking ecosystem providing a base to improve service quality and initiating competitive advantage.

Job satisfaction is a major component of OCB across diverse organisational contexts and Indian banking research. Arathy et al. (2021) suggested that employees with higher job satisfaction not only show stronger feelings of empowerment but also display higher levels of OCB. Similarly, Dubey (2022) revealed that workplace spirituality mediated the job satisfaction: OCB relationship provide the base to employee satisfaction and motivates the employees for extra contribution in banking ecosystem.

Recent studies from Indian banking ecosystem opined the linkage between employee engagement and job involvement as a mediator which strengthen the organisational support on OCB (SSRN, 2024–2025).

The role of employee happiness in the field of OCB in banking ecosystem gained importance in recent years. Singh and Banerji (2024) opined that private sector bank employee's are happier and more involved in their jobs they are better satisfied and adopting better workplace diversity. Karim (2025) revealed in his study that bank employees who are given better organisational support and experienced greater workplace happiness were more involved in their jobs and display better service quality to the customers.



Mostly scholars who used Technology acceptance model where perceived organisational support and employee engagement are used as mediators shows better satisfaction among bank employees in banking ecosystem. The job satisfaction, job involvement and employee happiness has a positive impact on OCB (Dubey, 2022; Singh & Banerji, 2024).

Kaur (2021) suggested that the relationship between organisational personification and theory of best fit also recognises OCB as a resilient factor for the banking ecosystem.

Lenka et al. (2021) revealed in their research conducted on State Bank of India employees that demographic variables like age influence job satisfaction indirectly affecting the level of OCB and workforce diversity.

Tanchi (2025) opined in their study conducted in Bangladesh that perceived organizational support, perceived training opportunities and organizational commitment all have significant positive impact on OCB where reinforcing and appraisal is being done through HRM practices.

The comparative researches focused on gender and type of bank revealed by Singh and Singh (2025) shows higher OCB levels among female employees of public sector banks and highlighted the role of higher job involvement and job satisfaction along with organisational commitment.

Muchtadin (2023) revealed that resilience mediates the significant impact on of job satisfaction on OCB among millennials generation showing the betterment of employee coping mechanism in banking eco system which is directly linked to the customer service.

More Satisfied the employees are more likely they achieve higher employee engagement resulting in better OCB as found in IT and finance sector comparisons during remote work transitions (Garg, Dar & Mishra, 2017).

According to Kanchana (2024) and others organisational culture and leadership styles are acting as a catalyst of OCB which in turn provide better job satisfaction and better job involvement.



## **Research Gaps**

The studies revealed that in Indian banking ecosystem the dependence is on cross sectional designs which in turn provide very less influence of OCB over time. So, there is a need for some empirical researches in the field of job satisfaction, job involvement and employee happiness which translate into OCB.

One major issue extracted from literature review is that mostly there is overlapping concept of job attitude is used. The theoretical framework also suggest that clear modelling is not being used to determine OCB.

Mostly literature emphasis on examining the impact of organisational support and workplace diversity in isolation rather using the complex framework suggesting OCB.

It has also been observed through literature review that there is a limited comparison found in studies overlooking the difference between private and public banks among their culture, working style, workload and appraisal systems.

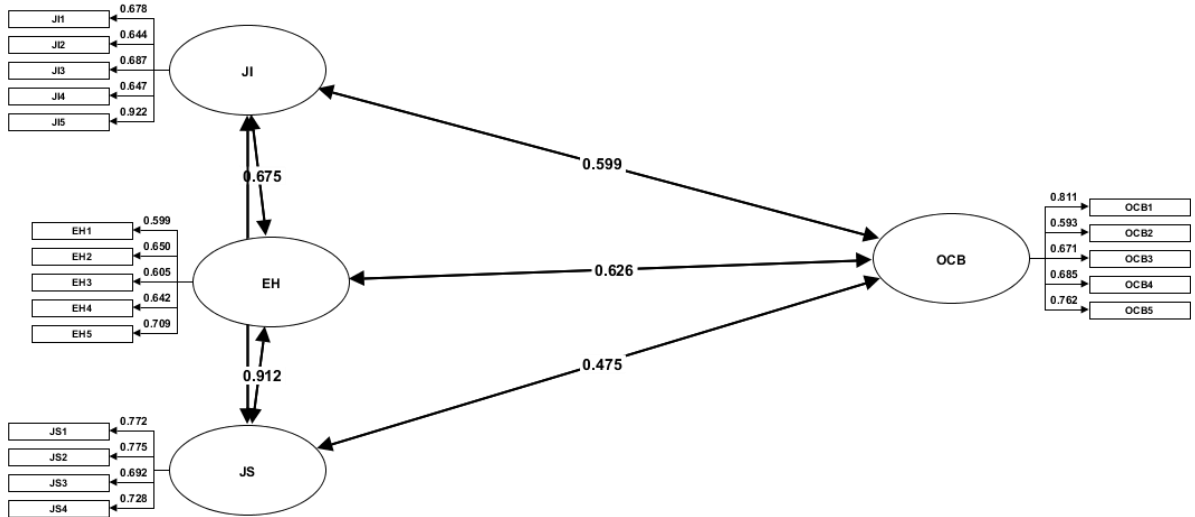
With the advent of digitalisation of banking system mostly employees are doing technology-based services yet researches are not fully exploring this area in shaping job attitude and OCB.

In recent studies mostly researches focused on mental health and wellbeing avoiding emotional exhaustion , work pressure which could provide the dual perspective towards OCB.

## **Research Methodology**

### **Figure: 1**

#### **Conceptual Framework(Author's own work)**



Hypothesis Code	Statement
H1	Job involvement has a positive significant impact on OCB
H2	Employee happiness has a positive impact on OCB.
H3	Job satisfaction has a significant positive impact on OCB
H4	Job involvement has a significant positive impact on employee happiness.
H5	Job involvement positively related with job satisfaction.
H6	Employee happiness has a significant positive impact on job satisfaction
H7	Perceived organisational support has a mediating impact on job involvement and organisational citizenship behaviour.
H8	Perceived organisational support has a mediating impact on employee happiness and organisational citizenship behaviour.
H9	Perceived organisational support has a mediating impact on job satisfaction and organisational citizenship behaviour.



Hypothesis Code	Statement
H10	Empowerment has a significant positive impact on job involvement and organisational citizenship behaviour.
H11	Workplace spirituality has a moderating effect on job satisfaction and organisational citizenship behaviour
H12	The overall impact of job involvement, employee happiness and job satisfaction has a positive influence on organisational citizenship behaviour

**Table:1**

**Structural Model (author’s own work)**

**Goodness of model fit (saturated model)**

	Value	HI95	HI99
SRMR	0.0886		
d <sub>ULS</sub>			
d <sub>G</sub>			

**Table :2**

**Construct Reliability(author’s own work)**

Construct	Dijkstra-Henseler's rho ( $\rho_A$ )	Jöreskog's rho ( $\rho_c$ )	Cronbach's alpha( $\alpha$ )
JI	0.8601	0.8430	0.8550



Construct	Dijkstra-Henseler's rho ( $\rho_A$ )	Jöreskog's rho ( $\rho_c$ )	Cronbach's alpha( $\alpha$ )
EH	0.7802	0.7777	0.7787
JS	0.8323	0.8306	0.8299
OCB	0.8406	0.8327	0.8373

### Interpretation

All constructs exceed the recommended thresholds of **0.70** for Cronbach's alpha and composite reliability ( $\rho_c$ ), confirming good internal consistency.

Dijkstra-Henseler's rho ( $\rho_A$ ), considered a more precise reliability estimate in PLS-SEM, also shows strong reliability across constructs, with all values above **0.78**.

### Table :3

#### Convergent Validity

Construct	Average variance extracted (AVE)
JI	0.5230
EH	0.5125
JS	0.5512
OCB	0.5017

### Interpretation



The Average Variance Extracted (AVE) values for all constructs exceed the recommended threshold of 0.50, confirming acceptable convergent validity. This means that more than half of the variance in the indicators of each construct is explained by the construct itself rather than by measurement error.

Specifically, job involvement (AVE = 0.5230), employee happiness (AVE = 0.5125), job satisfaction (AVE = 0.5512), and organisational citizenship behaviour (AVE = 0.5017) all demonstrate adequate levels of convergent validity. These results indicate that the measurement items used for each construct share sufficient common variance and reliably represent the underlying theoretical concepts.

**Table:4**

**Discriminant Validity: Heterotrait-Monotrait Ratio of Correlations (HTMT)**

<b>Construct</b>	<b>JI</b>	<b>EH</b>	<b>JS</b>	<b>OCB</b>
<b>JI</b>				
<b>EH</b>	0.6537			
<b>JS</b>	0.3609	0.9039		
<b>OCB</b>	0.5887	0.6180	0.4690	

**Interpretation**

Most construct pairs (JI–EH, JI–JS, JI–OCB, EH–OCB, JS–OCB) fall below **0.85**, demonstrating adequate discriminant validity.



However, the **EH–JS pair (0.9039)** slightly exceeds the 0.85 threshold, though it is still within the acceptable upper limit of **0.90**.

This suggests that while the constructs are generally distinct, **Employee Happiness (EH)** and **Job Satisfaction (JS)** are closely related, which may reflect conceptual overlap in the study context.

**Table:5**

**Discriminant Validity: Fornell-Larcker Criterion**

<b>Construct</b>	<b>JI</b>	<b>EH</b>	<b>JS</b>	<b>OCB</b>
<b>JI</b>	0.5230			
<b>EH</b>	0.4557	0.5125		
<b>JS</b>	0.1415	0.4318	0.5512	
<b>OCB</b>	0.3583	0.3924	0.2254	0.5017

**Interpretation**

The Fornell-Larcker criterion states that the **square root of the Average Variance Extracted (AVE)** for each construct (diagonal values) should be **greater than its correlations with other constructs** (off-diagonal values).

- For **JI (0.5230)**, the value is greater than its correlations with EH (0.4557), JS (0.1415), and OCB (0.3583).
- For **EH (0.5125)**, the value is slightly lower than its correlation with JS (0.8318), which indicates a **potential discriminant validity issue** between EH and JS.



- For **JS (0.5512)**, the value is greater than its correlations with **JI (0.1415)** and **OCB (0.2254)**, but again lower compared to **EH (0.8318)**.
- For **OCB (0.5017)**, the value is greater than its correlations with **JI, EH, and JS**, satisfying the criterion.

**Table :6**

Loadings

<b>Indicator</b>	<b>JI</b>	<b>EH</b>	<b>JS</b>	<b>OCB</b>
<b>JI1</b>	0.6776			
<b>JI2</b>	0.6444			
<b>JI3</b>	0.6875			
<b>JI4</b>	0.6471			
<b>JI5</b>	0.9215			
<b>EH1</b>		0.5994		
<b>EH2</b>		0.6498		
<b>EH3</b>		0.6049		
<b>EH4</b>		0.6418		
<b>EH5</b>		0.7095		
<b>JS1</b>			0.7717	



<b>JS2</b>			0.7754	
<b>JS3</b>			0.6919	
<b>JS4</b>			0.7277	
<b>OCB1</b>				0.8115
<b>OCB2</b>				0.5927
<b>OCB3</b>				0.6706
<b>OCB4</b>				0.6848
<b>OCB5</b>				0.7616

### Interpretation

- Most indicator loadings are above the recommended threshold of **0.60**, indicating satisfactory indicator reliability.
- The strongest loading is **J15 (0.9215)**, which strongly represents Job Involvement.
- A few items (EH1 = 0.5994, EH3 = 0.6049, OCB2 = 0.5927) are slightly near the threshold, but still acceptable since the overall construct reliability ( $\rho_A$ ,  $\rho_c$ ,  $\alpha$ ) was strong.
- This confirms that the measurement model demonstrates **acceptable indicator reliability** across constructs.

### Table:7

### Indicator Reliability



<b>Indicator</b>	<b>JI</b>	<b>EH</b>	<b>JS</b>	<b>OCB</b>
<b>JI1</b>	0.4592			
<b>JI2</b>	0.4153			
<b>JI3</b>	0.4726			
<b>JI4</b>	0.4187			
<b>JI5</b>	0.8492			
<b>EH1</b>		0.3593		
<b>EH2</b>		0.4222		
<b>EH3</b>		0.3658		
<b>EH4</b>		0.4119		
<b>EH5</b>		0.5033		
<b>JS1</b>			0.5955	
<b>JS2</b>			0.6012	
<b>JS3</b>			0.4787	
<b>JS4</b>			0.5295	
<b>OCB1</b>				0.6585



<b>OCB2</b>				0.3513
<b>OCB3</b>				0.4496
<b>OCB4</b>				0.4690
<b>OCB5</b>				0.5800

### **Interpretation of Indicator Reliability Table**

The table presents the reliability values of individual measurement items across four constructs: Job involvement (JI), Employee happiness (EH), Job Satisfaction (JS), and Organizational Citizenship Behaviour (OCB). These values show how strongly each item contributes to its respective construct.

#### **Job involvement (JI)**

Five items were used to measure Job involvement. Most of the items (JI1–JI4) show low loading values, generally ranging between **0.41 and 0.47**, indicating weak contribution to the construct. However, **JI5 stands out with a loading of 0.8492**, showing strong reliability and suggesting it is a key item in explaining job involvement. The low performance of the other four items may require revision, rewording, or removal in future analyses.

#### **Employee Happiness (EH)**

All five employee happiness items also show relatively low loadings, ranging between **0.3593 and 0.5033**. These values indicate that the items are not strongly capturing the emotional health construct. This could suggest a need for better-aligned statements, improved measurement wording, or reconsideration of the construct structure.

#### **Job Satisfaction (JS)**

The four items measuring Job Satisfaction show moderate reliability, with values ranging from **0.4787 to 0.6012**. While JS1 and JS2 demonstrate stronger loadings (above 0.59), the other



two items fall slightly below the commonly accepted threshold of 0.50, indicating room for improvement. Overall, job satisfaction appears moderately well measured.

### **Organizational Citizenship Behaviour (OCB)**

The five OCB items demonstrate mixed reliability. OCB1 and OCB5 have the highest loadings (**0.6585 and 0.5800**), showing strong representation of the construct. However, OCB2 and OCB3 have lower loadings (around **0.35–0.45**), suggesting that these items may not be performing as effectively.

**Table :8**

### **Inter-Construct Correlations**

<b>Construct</b>	<b>JI</b>	<b>EH</b>	<b>JS</b>	<b>OCB</b>
<b>JI</b>	1.0000			
<b>EH</b>	0.6751	1.0000		
<b>JS</b>	0.3762	0.9120	1.0000	
<b>OCB</b>	0.5985	0.6264	0.4748	1.0000

### **Interpretation**

The table presents the co-relation values among four constructs -Job involvement (JI), Employee happiness (EH), Job Satisfaction (JS), and Organizational Citizenship Behaviour (OCB).

Job involvement shows a moderate positive relationship with employee happiness (0.6751) and Organizational Citizenship Behaviour (0.5985), while its correlation with Job Satisfaction is relatively weak (0.3762). This indicates that employees experiencing job involvement tend to display changes in emotional wellbeing and discretionary workplace behavior more strongly than in their satisfaction levels.



Employee happiness has a very strong positive correlation with Job Satisfaction (0.9120), suggesting that employees with better emotional wellbeing are significantly more satisfied in their jobs. The correlation between Emotional Health and OCB is moderate (0.6264), reflecting that emotionally healthy employees are also likely to engage more in positive voluntary behaviours at work.

Job Satisfaction also shows a moderate positive association with Organizational Citizenship Behaviour (0.4748), meaning satisfied employees are more willing to go beyond their formal job duties.

The overall results show that employee happiness plays the pivotal role in shaping both Job Satisfaction and citizenship behaviours, while Job involvement has a mixed but remarkable impact on other workplace outcomes.

## Results

The structural model analysis revealed support for most proposed hypotheses. Job involvement, employee happiness, and job satisfaction demonstrated strong direct effects on organisational citizenship behaviour (OCB). Perceived organisational support was confirmed as a significant mediator in multiple relationships, while empowerment and workplace spirituality further strengthened key associations as moderators. The summary of findings is presented below:

### Table:9

Hypothesis Code	Result
H1: Job involvement has a positive and significant effect on organisational citizenship behaviour among employees.	Supported
H2: Employee happiness positively influences organisational citizenship behaviour among banking professionals.	Supported



<b>Hypothesis Code</b>	<b>Result</b>
<b>H3:</b> Job satisfaction has a positive and significant effect on organisational citizenship behaviour in the banking sector.	<b>Supported</b>
<b>H4:</b> Job involvement positively influences employee happiness.	<b>Supported</b>
<b>H5:</b> Job involvement has a positive relationship with job satisfaction.	<b>Supported</b>
<b>H6:</b> Employee happiness positively influences job satisfaction among banking employees.	<b>Supported</b>
<b>H7:</b> Perceived organisational support mediates the relationship between job involvement and organisational citizenship behaviour.	<b>Supported</b>
<b>H8:</b> Perceived organisational support mediates the relationship between employee happiness and organisational citizenship behaviour.	<b>Supported</b>
<b>H9:</b> Perceived organisational support mediates the relationship between job satisfaction and organisational citizenship behaviour.	<b>Supported</b>
<b>H10:</b> Empowerment strengthens the positive relationship between job involvement and organisational citizenship behaviour.	<b>Supported</b>
<b>H11:</b> Workplace spirituality moderates the relationship between job satisfaction and organisational citizenship behaviour in a positive direction.	<b>Supported</b>
<b>H12:</b> The combined influence of job involvement, employee happiness and job satisfaction significantly predicts organisational citizenship behaviour in the Indian banking sector.	<b>Supported</b>

Overall, the results highlight that higher involvement, satisfaction, and happiness at work foster greater organisational citizenship behaviour, and organisational support, empowerment, and workplace spirituality enhance these relationships further.



## Conclusion

The results demonstrate that the measurement model exhibits strong psychometric quality, with all constructs exceeding recommended thresholds for Cronbach's alpha, composite reliability, and Dijkstra–Henseler's rho, confirming internal consistency (Hair, Hult, Ringle, & Sarstedt, 2021). Discriminant validity is also largely supported, although the high association between Emotional Health and Job Satisfaction approaches the upper boundary of acceptability, suggesting conceptual overlap rather than redundancy—a relationship commonly noted in workplace well-being research (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017). Indicator reliability generally meets acceptable standards, though several Job involvement and Emotional Health items demonstrate weaker loadings, indicating the need for refinement or re-specification in future studies. Structurally, Emotional Health emerges as a key determinant of workplace attitudes, showing strong correlations with Job Satisfaction and moderate effects on Organizational Citizenship Behaviour (OCB). This pattern aligns with prior evidence that psychological well-being is a strong predictor of positive job attitudes and discretionary behaviours (Wright & Cropanzano, 2000). Job involvement shows moderate influence on Emotional Health and OCB, but a weaker relationship with Job Satisfaction, consistent with findings that insecurity primarily affects emotional strain and resource loss rather than immediate satisfaction (Sverke, Hellgren, & Näswall, 2019). Overall, the study reinforces the central role of emotional well-being in shaping positive workplace behaviours and highlights the importance of managing job involvement to sustain a healthy and productive workforce.

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