

THE ROLE OF EMPLOYEE WELL-BEING IN FOSTERING ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A LITERATURE REVIEW

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Abstract

Employee welfare is one of the important factors in human resource management that plays a role in shaping positive work attitudes and behaviors. One of the behaviors that has received attention in the organizational behavior literature is Organizational Citizenship Behavior (OCB), which is the voluntary behavior of employees that is carried out outside of formal duties and contributes to the effectiveness of the organization. This study aims to analyze the role of employee welfare in encouraging Organizational Citizenship Behavior and identify the factors that affect the relationship between the two. This research uses a library research method with a qualitative descriptive approach through the study of various relevant literature in the field of human resource management and organizational behavior. The results of the study show that employee welfare generally consists of psychological, emotional, social, and work environment dimensions that together affect employee work behavior. Various studies show that there is a positive relationship between employee well-being and Organizational Citizenship Behavior which is reflected through increased behavior of helping colleagues, concern for the organization, work responsibilities, and active participation in organizational activities. The study also found that job satisfaction, employee engagement, organizational commitment, organizational support, leadership support, and work-life balance are factors that can strengthen the relationship between employee well-being and Organizational Citizenship Behavior. Conversely, burnout and work stress have the potential to weaken those relationships. These findings confirm that employee well-being is a strategic resource that not only improves the quality of employees' working lives, but also encourages voluntary behaviors that support organizational effectiveness and sustainability.

Keywords: *Employee Welfare, Organizational Citizenship Behavior, Employee Attachment, Organizational Support.*

INTRODUCTION

Employee well-being is one of the important issues in human resource management because it affects the attitude, behavior, and performance of employees in the organization (Mukrodi & Friezsanda, 2026). In an increasingly dynamic and competitive work environment, organizations are not only required to achieve performance targets, but also create working conditions that are able to support employee welfare. Employees who have a good level of well-being tend to show higher motivation, better job satisfaction, and more optimal ability to carry out their duties and responsibilities.

In addition to formal performance, the organization also needs voluntary contributions from employees that can support the effectiveness of the organization. This contribution is known as Organizational Citizenship Behavior (OCB), which is individual behavior that is carried out voluntarily outside of the demands of formal work and provides benefits to the organization and colleagues (Ersianti & Wicaksari, 2025). OCB is reflected through various positive actions such as helping colleagues, maintaining harmonious working relationships, participating in organizational activities, and showing concern for the interests of the organization.

Several studies show that employee well-being is closely related to the emergence of Organizational Citizenship Behavior. Employees who feel well-being psychologically, emotionally, socially, and in their work environment tend to have a more positive attitude towards the organization and are more motivated to behave outside of formal duties. On the other hand, a low level of well-being can increase the risk of work stress, burnout, decreased motivation, and reduced employee tendency to show organizational civic behavior (Lathifatunnisa & Izzati, 2025; Scott, 2025). The findings show that employee welfare is one of the important factors that can encourage the formation of Organizational Citizenship Behavior.

Although the relationship between employee well-being and Organizational Citizenship Behavior has been extensively researched, research findings are still scattered across a variety of organizational contexts and use diverse dimensions of well-being. In addition, studies that comprehensively discuss the concepts, dimensions, and factors that affect the relationship between employee welfare and Organizational Citizenship Behavior are still relatively limited. In fact, a deeper understanding of these relationships is needed to explain how employee well-being plays a role in driving Organizational Citizenship Behavior as well as the factors that can strengthen or weaken these relationships.

Based on these conditions, this research was conducted through library *research* with a qualitative descriptive approach to review various literature that discusses employee well-being and Organizational Citizenship Behavior. This study aims to: (1) identify the concept and dimensions of employee well-being in the literature, (2) analyze the role of employee well-being in encouraging Organizational Citizenship Behavior, and (3) identify the factors that affect the relationship between employee well-being and Organizational Citizenship Behavior. The results of the research are expected to contribute to the development of human resource management literature and become a reference for organizations in designing policies that are oriented towards improving employee welfare and organizational effectiveness.

LITERATURE REVIEW

Employee Well-Being

Employee well-being or employee well-being is a concept that describes the positive conditions experienced by individuals in the work environment (Zakaria et al., 2025). Janah emphasized that employee well-being is not only interpreted as the absence of stress or work problems, but also includes conditions when employees are able to achieve satisfaction, psychological health, and a good quality of work life (Janah et al., 2026). This concept is becoming increasingly important because modern organizations are required to pay attention to welfare aspects as part of efforts to increase productivity and sustainability of the organization.

According to Sati and Izzati, employee well-being is a multidimensional concept that includes psychological, emotional, social, and work environment aspects. Psychological well-being is related to the individual's ability to manage work pressure and find meaning in his or her work (Sati & Izzati, 2025). Emotional well-being reflects an individual's ability to maintain positive emotions during work, while social well-being is related to the quality of interpersonal relationships in the work environment. In addition, well-being in the workplace reflects employees' perceptions of working conditions, organizational support, job security, and work-life balance.

Various studies show that a high level of well-being contributes to the emergence of various positive outcomes in organizations, such as increased job satisfaction, organizational commitment, employee attachment, and individual performance. Therefore, employee well-being is seen as one of the important resources that can influence employee attitudes and behaviors in an organization.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is voluntary behavior that employees engage in outside of formal job demands and is not directly related to the organization's reward system (Lathifatunnisa & Izzati, 2025). Although not listed in the job description, these behaviors have an important role in supporting organizational effectiveness through the creation of a collaborative and productive work environment.

Susilo and Rahmawati explained that OCB is generally manifested in various forms of positive behavior, such as helping colleagues who are experiencing difficulties, showing responsibilities that exceed work standards, maintaining good interpersonal relationships, and actively participating in various organizational activities (Susilo & Rahmawati, 2025). These behaviors are often categorized into the dimensions of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue which are the main indicators in measuring Organizational Citizenship Behavior.

The existence of OCB provides significant benefits for organizations because it is able to increase teamwork, strengthen relationships between organizational members, reduce conflicts, and support the achievement of organizational goals more effectively. Therefore, OCB is one of the behaviors that is expected to arise from employees as a form of voluntary contribution to the organization.

The Relationship between Employee Well-Being and Organizational Citizenship Behavior

The relationship between employee well-being and Organizational Citizenship Behavior can be explained through Social Exchange Theory which states that individuals tend to respond positively to the positive treatment they receive (Kristiawan & Putranta, 2024). In the context of an organization, when employees feel good well-being through a supportive work environment, positive social relationships, as well as the organization's attention to their needs, employees will be encouraged to reciprocate those positive experiences through behaviors that benefit the organization.

Astuti and Anindita explained that employee welfare has a positive relationship with Organizational Citizenship Behavior (Astuti & Anindita, 2024). Employees who feel prosperous tend to show a higher level of concern for the organization, have a willingness to help colleagues, and are more actively involved in activities that support the achievement of organizational goals. Conversely, conditions such as work stress, burnout, and job dissatisfaction can reduce employees' tendency to exhibit organizational civic behavior.

In addition to direct relationships, several studies have also shown that the relationship between employee well-being and Organizational Citizenship Behavior is influenced by various other factors, such as job satisfaction, employee attachment, organizational commitment, organizational support, leadership support, and work-life balance (Hasibuan & Khalid, 2026; Muhtar et al., 2025). These findings show that employee well-being not only plays a role as a positive psychological condition, but also as a strategic factor that is able to encourage the emergence of voluntary behaviors that support organizational effectiveness.

METHOD

This research uses a library research method with a qualitative descriptive approach. This method is used to review, understand, and analyze various literature related to the role of employee well-being in encouraging Organizational Citizenship Behavior (OCB) (Scott, 2019). The qualitative descriptive approach was chosen because it allows researchers to gain a deep understanding of the concepts, dimensions, and relationships between employee well-being and Organizational Citizenship Behavior based on various relevant literature sources.

Research data was obtained from various literature sources, especially scientific articles published in national and international journals, as well as books and academic documents related to research topics (Arikunto, 2010). Literature search was conducted through academic databases such as Google Scholar, Scopus, ScienceDirect, Emerald Insight, and SpringerLink using the keywords employee well-being, employee welfare, Organizational Citizenship Behavior, OCB, and various relevant keyword combinations. The literature used was selected based on its suitability for the research focus and its ability to provide information that supports the analysis.

The data analysis technique used is content analysis. The analysis is carried out through the process of collecting, grouping, studying, and interpreting various findings contained in the literature (Neuendorf, 2002). The data were then analyzed thematically to identify the concept and dimensions of employee well-being, explain the role of employee well-being in encouraging Organizational Citizenship Behavior, and identify the factors that affect the relationship between the two variables. The results of the analysis are then presented descriptively in the form of a narrative so that they can provide a comprehensive understanding of the phenomenon being studied.

RESULTS AND DISCUSSION

Concept and Dimensions of Employee Well-Being

Based on the results of the research, employee well-being is seen as a complex and multidimensional concept. Although there are differences in how researchers define it, most of the literature links employee well-being to positive conditions that allow employees to perform their jobs optimally, maintain psychological health, and achieve a good quality of work life (Live, 2026). According to Fytaloka and Uwi'ah, employee well-being is no longer understood solely as the absence of work stress (Fytaloka & Uwi'ah, 2025), but rather as a condition that supports the development of individual potential and the creation of positive work experiences.

According to Asbanu and Anakaka, psychological well-being and well-being in the workplace emerged as the most dominant aspects (Asbanu & Anaka, 2025). A strong focus on psychological well-being suggests that employees' ability to manage work pressure, maintain motivation, and build a positive attitude toward work is seen as the primary foundation of well-being. On the other hand, the dominance of the welfare dimension in the workplace indicates the importance of the role of the organization in creating a work environment that is safe, supportive, and able to meet the needs of employees.

In addition to these two dimensions, emotional and social aspects have also received attention in various literatures. Emotional well-being contributes to an employee's ability to maintain positive emotions during work, while social well-being is related to the quality of relationships established in the work environment (Namia & Selian, 2026). Although the frequency of the discussion is relatively lower than the psychological dimension and work environment, these two aspects still play a role in shaping the overall well-being of employees.

According to Yanto, employee well-being is related to various positive work outcomes (Yanto et al., 2026). High levels of well-being are often associated with increased job satisfaction, employee attachment, organizational commitment, and productivity. On the other hand, low well-being tends to be related to increased work stress, burnout, absenteeism, and decreased performance. The findings indicate that employee well-being is not only important for individuals, but also has strategic value for the organization.

Overall, the literature review places employee well-being as an important resource that influences various work attitudes and behaviors. The dominance of the psychological and work environment dimensions suggests that employee well-being is shaped by the interaction between individual factors and organizational factors. Understanding the concept and dimensions of employee well-being is an important basis for explaining how employee well-being can encourage the emergence of Organizational Citizenship Behavior which will be discussed in the next section.

The Role of Employee Well-Being in Encouraging Organizational Citizenship Behavior

Based on the results of a literature review, employee well-being has an important role in encouraging the emergence of Organizational Citizenship Behavior (OCB) (Laila et al., 2026). According to research, Ersianti and Waicaksari emphasized the placement of employee well-being as one of the factors that influence the tendency of individuals to engage in voluntary behavior that goes beyond the demands of formal work (Ersianti & Wicaksari, 2025). These findings show that employees who feel a high level of well-being are not only able to perform key tasks well, but are also more motivated to make additional contributions that support organizational effectiveness.

The relationship between employee well-being and OCB can be explained through Social Exchange Theory which states that individuals tend to reciprocate the positive treatment they receive with positive behavior (Kristiawan & Putranta, 2024). In the context of organizations, when employees feel support, reward, comfort, and concern for their well-being, there is a tendency to reciprocate those experiences through behaviors that benefit the organization. This form of behavior is reflected in the willingness to help colleagues, maintain harmonious working relationships, actively participate in organizational activities, and show responsibility that goes beyond the standards set by the organization.

Kristiawan and Putranta emphasized that psychological well-being is the dimension of employee well-being that is most often associated with the emergence of OCB (Kristiawan & Putranta, 2024). Employees who have good psychological conditions tend to be more optimistic, have a higher level of resilience, and are able to deal with work pressure more effectively. This condition encourages the emergence of positive attitudes towards work and organization which ultimately increases the tendency to engage in voluntary behavior. In various studies, psychological well-being has been found to be related to helpful behavior of colleagues, concern for the interests of the organization, and active participation in various organizational activities.

In addition to psychological well-being, a supportive work environment was also found to have a significant influence on OCB (Rahayu & Herachwati, 2025). Organizations that are able to provide a safe, equitable, and supportive work environment for employee development tend to have higher OCB rates. A positive work environment creates a feeling of being valued and recognized so that employees are motivated to make greater contributions to the organization. Under these conditions, behaviors such as altruism, courtesy, and civic virtue are easier to develop because employees feel they are an important part of the organization.

Sepha explained that employee well-being contributes to improving the quality of interpersonal relationships in the workplace (Sepha et al., 2025). Employees who feel a high level of well-being tend to find it easier to cooperate with colleagues, show empathy, and maintain constructive communication. Positive interpersonal relationships are one of the factors that support the emergence of Organizational Citizenship Behavior, especially in the dimensions of altruism and courtesy. In other words, employee well-being not only affects an individual's relationship with the organization, but also affects the quality of social interactions that occur in the work environment.

According to Maruapey emphasized that employee well-being not only affects OCB directly, but also through various positive work attitudes (Maruapey et al., 2025). Employees who have a high level of well-being tend to show better job satisfaction, work attachment, and organizational commitment. These positive attitudes then increase the tendency of employees to show voluntary behaviors that support the organization. These findings indicate that the influence of employee well-being on OCB is complex and involves various psychological and organizational mechanisms.

Although most studies show a positive relationship between employee well-being and OCB, some studies reveal that the strength of these relationships can vary depending on organizational characteristics and work environment conditions. Differences in organizational culture, leadership style, reward system, and workload levels can affect the extent to which employee well-being is able to drive the emergence of OCB. This shows that the relationship between employee well-being and OCB is not universal, but is influenced by various contextual factors that need to be considered in human resource management research and practice.

Overall, the results of the literature review show that employee well-being is one of the important factors that encourage the emergence of Organizational Citizenship Behavior. High well-being allows employees to develop positive attitudes towards work, organizations, and co-workers thereby increasing the tendency to engage in a variety of voluntary behaviors that support organizational effectiveness. These findings reinforce the view that an organization's investment in improving employee well-being not only benefits individuals, but also has a positive impact on the overall success of the organization.

Factors Affecting the Relationship between Employee Well-Being and Organizational Citizenship Behavior

The results of the literature review show that the relationship between employee well-being and Organizational Citizenship Behavior (OCB) is influenced by various factors that can strengthen or weaken the influence of employee welfare on organizational citizenship behavior (Astuti & Anindita, 2024). These factors can generally be grouped into individual factors, organizational factors, and work environment factors. The existence of these factors suggests that the relationship between employee well-being and OCB

is not direct and simple, but involves various conditions that affect how employee well-being translates into positive behavior in the workplace.

Individual factors are the most discussed group of factors in various literature. Puspita emphasized that job satisfaction, employee engagement, and organizational commitment have an important role in strengthening the relationship between employee well-being and OCB (Puspita et al., 2025). Employees who feel high well-being tend to have better levels of satisfaction and attachment to work and the organization. This condition encourages the emergence of positive attitudes which are then manifested in the form of voluntary behavior such as helping colleagues, maintaining harmonious working relationships, and actively participating in various organizational activities. These findings indicate that the influence of employee well-being on OCB mostly occurs through changes in employees' attitudes and attachments to the organization.

In addition to individual factors, organizational factors were also found to have a significant role. Perceived organizational support and leadership support are the factors most often associated with the relationship between employee well-being and OCB (Hutabarat, 2025). Organizations that pay attention to employee needs, provide a supportive work environment, and implement supportive leadership tend to be able to reinforce the positive impact of employee well-being on the organization's civic behavior. In the perspective of Social Exchange Theory, these conditions create a reciprocal relationship that encourages employees to reciprocate the support received through various behaviors that benefit the organization (Kristiawan & Putranta, 2024). Thus, the role of the organization is not only limited to improving employee welfare, but also to creating conditions that allow that welfare to develop into Organizational Citizenship Behavior.

Work environment factors have also received considerable attention in various studies. Work-life balance is one of the factors that is consistently associated with increasing employee well-being and OCB (Hasibuan & Khalid, 2026). Employees who are able to balance the demands of work and personal life tend to have better psychological conditions, lower stress levels, and higher work motivation. On the other hand, burnout and work stress were found to be factors that can hinder the relationship between employee well-being and OCB. High levels of burnout and work pressure lead to a reduction in the psychological resources that employees have, thus lowering their tendency to engage in voluntary behavior outside of formal duties.

The dominance of organizational and work environment factors in various literature indicates that the relationship between employee well-being and OCB is not only determined by the employee's internal conditions. The organization's ability to create a supportive work environment, provide adequate support, and manage work-life balance is an important factor that determines the success of the development of Organizational Citizenship Behavior. These findings show that efforts to improve OCB cannot be done only through improving employee welfare, but must also be accompanied by strengthening various supporting factors in the organizational environment.

Overall, the literature review shows that the relationship between employee well-being and Organizational Citizenship Behavior is influenced by the interaction between individual, organizational, and work environment factors. Job satisfaction, employee attachment, organizational commitment, organizational support, leadership support, and work-life balance play a role in strengthening these relationships, while burnout and work stress tend to weaken them. Thus, the success of an organization in encouraging Organizational Citizenship Behavior depends not only on efforts to improve employee welfare, but also on the organization's ability to build a supportive work environment, effective leadership, and positive and sustainable working relationships.

CONCLUSION

The results of the literature review show that employee well-being is a multidimensional concept that includes psychological, emotional, social, and work environment aspects. Various literature reviewed shows that psychological well-being and well-being in the workplace are the most dominant dimensions in

explaining employee well-being. The findings indicate that an individual's psychological condition and the quality of the work environment have an important role in shaping the overall well-being of employees.

This study also shows that employee well-being has an important role in encouraging Organizational Citizenship Behavior (OCB). Employees who have a good level of well-being tend to exhibit voluntary behaviors that support the organization, such as helping colleagues, maintaining harmonious working relationships, actively participating in organizational activities, and showing responsibilities that go beyond formal job demands. Thus, employee well-being not only contributes to the quality of an individual's work life, but also to the effectiveness of the organization through the improvement of the organization's civic behavior.

In addition, a literature review shows that the relationship between employee well-being and Organizational Citizenship Behavior is influenced by various individual, organizational, and work environment factors. Job satisfaction, employee attachment, organizational commitment, organizational support, leadership support, and work-life balance play a role in strengthening these relationships, while burnout and work stress tend to weaken them. Therefore, organizations need to develop strategies that focus not only on improving employee well-being, but also on creating a supportive work environment, effective leadership, and a positive organizational culture so that organizational civic behavior can develop optimally.

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