

Does mental health really matter? The dynamics of emotion and organizational behavior



Aarthi Chandrasantha Singh, Mohanraj Bhuvaneshwari*

Department of Social Sciences, School of Social Sciences and Languages, Vellore Institute of Technology, Vellore, India

ARTICLE INFO

Article history:

Received 5 April 2023

Received in revised form

19 July 2023

Accepted 29 August 2023

Keywords:

Mental health

Organizational citizenship behavior

Counterproductive work behavior

Stress

Anxiety

Depression

ABSTRACT

This research investigates the intricate relationship between mental health and workplace behaviors, specifically focusing on organizational citizenship behavior (OCB) and counterproductive work behavior (CWB). OCB and CWB are recognized as significant components of organizational behavior, with employees displaying these behaviors when they experience either job satisfaction or perceived threats. However, the factors influencing the choice of these behaviors remain elusive. This study contends that emotional states, shaped by the complex interplay of individual mental health, organizational climate, and culture, play a pivotal role in determining an employee's propensity to engage in OCB or CWB. Anxiety, stress, and depression are natural emotional responses to workplace situations, and they can both trigger and be triggered by OCB and CWB. This article aims to comprehensively investigate the impact of these emotional states on OCB and CWB behaviors. Furthermore, it explores the application of the conservation of resources (COR) theory in understanding these dynamics. The article underscores the necessity for further research in this area to enhance our comprehension of the intricate relationships among mental health, emotions, and workplace behaviors. This study contributes to the growing body of knowledge at the intersection of psychology and organizational behavior.

© 2023 The Authors. Published by IASE. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

1. Introduction

Human beings are inherently social creatures, existing within groups and exhibiting a diverse range of behavioral traits in their social milieu. It can be argued that an individual's behavior serves as a defining characteristic. Individual behavior is a composite of both overt and covert responses to stimuli, encompassing an individual's reactions to circumstances and the expression of a myriad of emotions, including anger, happiness, and love. Behavior is a multifaceted construct shaped by a constellation of factors, including genetics, environmental influences, cultural background, attitudes, and personal beliefs. How one communicates, acts, and confronts personal and professional challenges serves as a window into their understanding of others.

Distinct patterns of behavior emerge in personal and professional contexts, with professional behavior significantly driven by the incentives derived from employment, such as compensation, recognition, status, and career advancement. Consequently, individuals endeavor to exhibit more positive behaviors than negative ones in their workplace, collectively referred to as Organizational Behavior (OB). Organizational behavior is the study of human conduct within a professional context and the intersection between human behavior and the organizational structure (Moorhead and Griffin, 1995). Positive behaviors encompass acts of assistance, empathy, loyalty, fairness, and orderliness, whereas negative behaviors encompass impoliteness, laziness, a lack of civic responsibility, resistance to collaboration, anger, and antisocial conduct. These behaviors are categorized as Organizational Citizenship Behavior (OCB) and Counterproductive Work Behavior (CWB). The development of these organizational behavioral patterns is influenced by a multitude of intricate factors.

Mental health serves as the foundation for the well-being and effective functioning of individuals and underpins all facets of human behavior,

* Corresponding Author.

Email Address: bhuvaneshwari.m@vit.ac.in (M. Bhuvaneshwari)

<https://doi.org/10.21833/ijaas.2023.09.013>

Corresponding author's ORCID profile:

<https://orcid.org/0000-0002-4970-0820>

2313-626X/© 2023 The Authors. Published by IASE.

This is an open access article under the CC BY-NC-ND license

(<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

including work-related behaviors. Mental health disorders constitute one of the most prevalent and costly health challenges, as they impact an individual's emotions, thoughts, and actions, resulting in substantial suffering and long-term consequences (Dimoff and Kelloway, 2019). Globally, anxiety and depression afflict 262 million individuals and stand as the foremost causes of mental illness, with estimated annual economic costs surpassing one trillion dollars, leading to productivity losses (WHO, 2021). The term "organizational behavior" encompasses an individual's role and contributions within an organization. Inherent in an individual's behavioral output is their ability to function effectively, a capacity influenced by their emotional states and mental health. Therefore, it can be posited that mental health and organizational behavior are inextricably intertwined, particularly in the post-pandemic era, where heightened mental health needs manifest in an individual's organizational conduct (Yu et al., 2021). Mental health issues can constitute a substantial burden on businesses, necessitating research aimed at their resolution (Han and Hyun, 2019).

This paper seeks to comprehend organizational behavior as an outcome influenced and mediated by mental health and emotional factors within a corporate context. The article endeavors to dissect OCB and CWB individually, utilizing stress, anxiety, and depression as variables, to address the following inquiries: 1) To what extent do mental health factors influence or are influenced by organizational behaviors? 2) Why is it imperative to scrutinize the mental health dimension of organizational behavior in the current, highly volatile pandemic milieu characterized by hybrid working conditions?

To explore these questions, we conducted a comprehensive literature search using the Google search engine, employing key search terms including organizational citizenship behavior, counterproductive work behavior, mental health, stress, anxiety, depression, emotion, COR theory, OCB, and CWB, employing the "AND" search strategy. The search yielded numerous results, from which 24 relevant articles from Table 1 were selected based on their interconnectedness. We utilized the VOS viewer software to conduct a relativity test on the selected papers to ascertain any connections among them.

The VOS viewer serves as a valuable tool for discerning the interrelationships among the factors addressed within the selected papers. This analytical software employs mathematical calculations based on the content of the abstracts, keywords, and key terms found within the papers. It establishes connections between these elements only when a clear thematic relevance exists between them. Attempts were made to apply the software using disparate terms or unrelated papers, yet network linkages did not materialize. However, when the selected papers were subjected to analysis, a coherent network of associations emerged. As illustrated in Fig. 1, this network reveals connections

between variables, including OCB, CWB, Mental Health, Stress, COR theory, negative affectivity, aggression, depression, deviant behavior, citizenship behavior, emotional exhaustion, positive affectivity, and boredom. Subsequently, within the manuscript, we undertake a comprehensive examination of the relationships between these variables and their connection to OCB and CWB.

2. Organizational citizenship behavior

Since the 1970s organizational citizenship behavior has been examined vastly, Organ (1988) pioneered the definition of OCB as discretionary behavior that is not directly or explicitly recognized by the formal incentive system but contributes to the organization's successful functioning. OCB can be defined as an employee's own discretionary behaviors that are not part of his work description, they go above and beyond their enforceable job responsibilities in order to do their official tasks and eventually, these behaviors are advantageous for the organization. OCB has been widely characterized in the literature as an organization's prosocial behavior (Podsakoff et al., 2000) or organizational spontaneity (Brief and Weiss, 2002). Over time, OCB has grown into a contextual performance (Borman and Motowidlo, 1993) rather than a mere extra work role behavior (van Dyne and LePine, 1998), which not only helps the organization's economic growth but also its social and psychological well-being (Kumar et al., 2016) as well emotions are a significant element of organizational life (Ashforth and Humphrey, 1995; Ashkanasy and Humphrey, 2011).

2.1. Mental health and OCB

Studies have shown a direct relationship between employee mental health and organizational citizenship behavior (Moller and Rothmann, 2019; Mathibe and Chinyamurindi, 2021). Employees exhibiting higher OCB were found to have better mental health, and OCB promotes employee's mental health when coupled with workplace social support (LaMontagne et al., 2014). However, research on the reciprocal effect of mental health on organizational citizenship behavior is quite scarce. When talking about mental health stress and anxiety are the first factors that arise and an individual experiences Stress and anxiety in everyday life, any situation that requires adjustment be it personal or professional is stressful (Selye, 1956); Stress can occur in negative and positive life situations. People experience stress at some point in their lives and are exposed to the physiological and psychological aspects associated with it.

Aw et al. (2021) evaluated the connection between resource depletion (emotional weariness) and resource generation (personal accomplishment) in a cohort of 320 employees using the work-home resources model with Interpersonal Organizational Citizenship Behavior (OBC-I).

Table 1: The important literature analysis carried out on OCB and CWB in varied emotional aspects related to mental health discussed in the article

Antecedent variable	Author	Year	Study variable	Conclusion
CWB	Zhu and Xu	2022	OCB (using moral cleansing and moral licensing theories)	Both experimental and field trials connected CWBs to guilt, increasing OCBs. Workplaces with high CWB, guilt, and OCB links had lower moral relativism
Emotional weariness, personal accomplishment	Aw et al.	2021	OCB -I	OCB-I is more favorably associated with weariness in high-enactment employees and is less associated with colleagues or personal accomplishment at work
Organizational concerns and stress	Bormann and Gellatly	2021	Stress with OCB; Organizational concern with abusive supervision	Findings showed that those who were abused but showed greater organizational care were more likely to suffer from stress than those who were mistreated but showed less organizational care. The researchers found no indication that stress affects in-role behavior
Job security (hindrance stressor)	Stankevičiūtė et al.	2021	OCB	According to the data, job insecurity has a significant effect on organizational citizenship behavior.
Individual and organizational factors	Meng et al.	2021	Safety consciousness and citizenship behavior (SC and SCB)	The research reveals that work stress had a negative effect on SC and SCB
Psychological contract breach, stress, and job outcomes	Arunachalam	2021	OCB (organizational restructuring as a mediating factor)	The results suggested that any organizational reorganization would violate employees' psychological contracts, affecting job involvement and OCB
Workplace stress post COVID-19	Yu et al.	2021	OCB; Employee stress; well-being; Mental health	Workplace stress negatively affects workers' physical and emotional health, organizational citizenship, and customer identification
Cultural values	Suseno et al.	2021	CWB	Their findings show that cultural values can help reduce workplace CWB. An employee's morale is triggered by guanxi, the authors claim, via regulating the link between cultural values and CWB
Employee depression, burnout, and satisfaction	Baranik and Eby	2016	OCB -I	The data backed up the idea that employees engage in OCBs to moderate their affective reactions
Stress (physical, psychological, emotional, behavioral)	Soo and Ali	2016	OCB	Physical stress had a favorable effect on OCB, emotional stress had a negative effect on OCB, and psychological and behavioral stress had no significant effect on OCB
Negative emotions; job stress	Binsaeed et al.	2017	CWB	The results indicated that work-related stress had a significant effect on CWB and that negative emotion partially mediated this effect
Employee anxiety, emotional weariness	Bolino and Klotz	2015	OCB	Employees commonly report feeling anxious and emotionally exhausted as a result of their work with OCB
CWB	Bolino and Klotz	2015	OCB (using moral licensing theory)	Their model predicts that individuals with a high OCB tolerance for unethical or deviant professional behavior may engage in a small quantity of unethical or deviant professional behavior to benefit the organization or their colleagues
Anger, anxiety, sadness, shame, envy, jealousy and boredom	Bauer and Spector	2015	CWB (7 dimensions)	The data showed that almost all emotions correlated with CWB. Furthermore, multiple regression models revealed that diverse emotional patterns accounted for distinct variances across CWB types
Emotional exhaustion	Bolton et al.	2012	CWB	Both depersonalization and organizational disidentification were found to be viable predictors of deviancy
Affective reactions	Glomb et al.	2011	OCB - I	OCB-Is foster a sense of duty and a desire to serve others, while also improving employees' moods
Narcissism, negative affectivity, and angry personality	Spector	2011	OCB; CWB	Meta analyzed 114 samples and found that people who tend to think positively have better task performance and OCB scores and worse CWB scores
Job Insecurity and Job Satisfaction	Reisel et al.	2010	OCB; Deviant behavior and negative emotions	Authors concluded that job uncertainty is linked to a pattern of discretionary withdrawal behaviors characterized by decreased positive inputs (OCB) and increased negative inputs (NI) (deviant behavior)
Burnout (Emotional Stress, Lower personal accomplishment, and depersonalization)	Chiu and Tsai	2006	OCB	The authors discovered that emotional stress and a lack of personal achievement have a negative effect on OCB
Job Stress	Salami	2010	CWB	Positive affectivity reduced the relationship between job stress and CWB, while negative affectivity reduced the relationship between job stress and CWB
Psychological Contract violation, Vengeance, and Workplace Deviance	Bordia et al.	2008	CWB (cognitive, emotional, and motivational substrates of workplace deviance)	The authors discovered that workplace deviance motivated by revenge is induced by cognitive and emotive breaches and violations. Self-control also mitigated the vengeful cognitions-deviant behavior relationship
Psychological Detachment (depression)	Liang and Hsieh	2007	CWB	Depersonalization ratings were found to be significantly predictive of Workplace Deviance levels by applying a hierarchical regression model
Conflict (with supervisors and co-workers)	Bruck-Lee and Spector	2006	CWB	There was evidence of a clear link between the origin of conflict and the CWB
Emotions	Spector and Fox	2002	CWB	They concluded that negative emotions tend to increase CWB whereas positive emotions enhance OCB. CWB was found to be associated with trait anger and anxiety, locus of control, and delinquency
Conflict	Frone	2000	Depression; Low self-esteem	While disagreement with coworkers can result in psychological problems such as depression and low self-esteem, conflict with bosses can result in workplace problems such as job dissatisfaction and turnover
Social Support from Supervisors	Dormann and Zapf	1999	Social stress at work and depression	The findings suggested that social stressors increased depression symptoms in low-support conditions, whereas they relieved future depressive symptoms in high-support conditions, contrary to forecasts

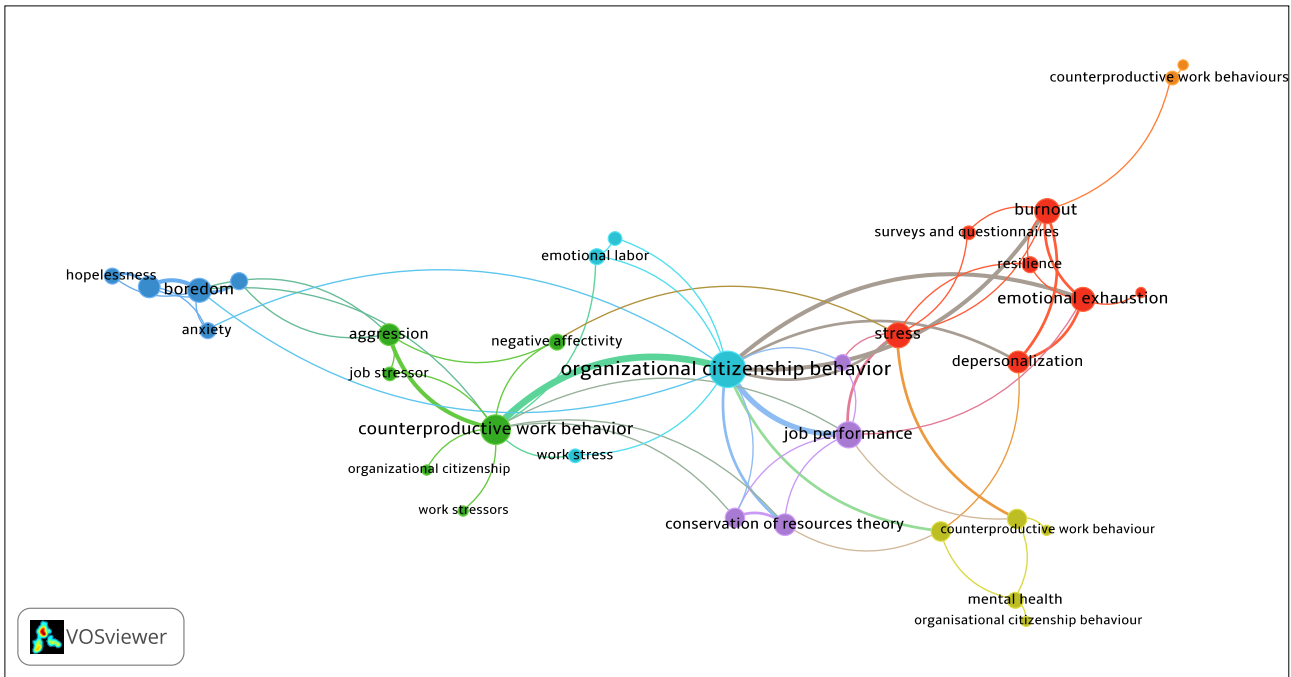


Fig. 1: The bibliometric networks connecting the variables covered in the study using the VOS viewer software (Waltman et al., 2010)

Aw et al. (2021) revealed that enactment of OCB-I is more favorably associated with weariness in high-enactment employees than receiving OCB-Is from colleagues or personal accomplishment at work, regardless of the OCB-I acquisition, and these variables both complicate and enliven their family lives as well. The study framework concluded that while usual work demands are linked to high weariness (Hobfoll, 2011) and low personal accomplishment, assisting co-workers can be both exhausting and satisfying because it increases personal accomplishment (Whiting et al., 2008; Koopman et al., 2016) such as OCB support. Similarly, Glomb et al. (2011) identified that the directionality of the association between OCB-Is and affective reactions uses OCB-Is to regulate their emotional states. Furthermore, Thompson et al. (1980) iterated that employees participating in OCB-Is foster a sense of accountability and a willingness to help others, which eventually empowers the staff to wield power over their circumstances in an attempt to optimize their moods, facilitate to shift their focus away from self-negative affectivity eventually providing self-gratification (Cialdini and Kenrick, 1976). Baranik and Eby (2016) sought to establish a link between OCB and employee depression, burnout, and satisfaction by collecting data from healthcare workers at two time points, the research evidence supported that employees use OCB to modify their emotive reactions (Tice and Bratslavsky, 2000) and relationship between supervisor OCB-I assessments and employee health, life, and depression were also established.

Stress has been associated with poor performance, and employees associated with poor performance have been associated with poorer OCB performance (Maslach and Leiter, 2008). Chiu and Tsai (2006) examined the influence of burnout, as

measured by emotional stress, lower personal accomplishment, and depersonalization, on OCB using 296 dyads of employees from the Taiwanese hotel sector, they discovered that emotional stress and lower personal accomplishment have a negative impact on OCB. Soo and Ali (2016) tried to establish the linkage between stress and organizational citizenship behavior, they surveyed 472 Malaysian bank employees and administered OCB and stress scales measuring four kinds of stress viz physical, psychological, emotional, and behavioral stress and found that bank employees who endured physical stress positively impacted OCB whereas emotional stress was found to negatively correlate with OCB, implying that emotionally stressed bank employees were less likely to execute OCB, also psychological and behavioral stress had no significant impact on OCB. This behavior of individuals with higher work stress shows that they take more risks at work to ensure that they don't fall behind the deadline and don't try to reduce their complex tasks (Wong et al., 2020). Meng et al. (2021) examined the effects of individual and organizational factors on construction employees' Safety Consciousness (SC) and Safety Citizenship Behavior (SCB) by conducting a cross-sectional research study with respondents from China and Hong Kong, using eight subscales to measure six sub-factors. The study found that work stress significantly impacted SC and SCB negatively the finding was correlated with Man et al. (2017) findings on unbearable work stress being a major factor in the high occurrence of accidents in construction industry workers.

Job insecurity, a form of stress that refers to employees' general fear about their jobs' future availability, has become a critical consideration in research. Numerous research findings support the broad notion that job insecurity has far-reaching

effects on employee well-being, health, attitudes toward work and organization, and workplace behaviors. There are two ways one can feel insecure about their job, firstly cognitive work insecurity one's perception of a threat to one's employment continuity and/or job responsibilities which is always in their thoughts, and second affective work insecurity which refers to one's emotional reactions to perceived threats to one's career, (e.g., anxiety, worry, concern), employees are known to be always preoccupied with these thoughts and behaviors at work (Jiang and Lavaysse, 2018). Stankevičiūtė et al. (2021) studied the impact of job security on Organizational citizenship behavior and task performance the paper's purpose was to examine how job insecurity, a hindrance stressor, affected two aspects of performance: Organizational performance and task performance. To support their ideas, the researchers collected quantitative data via a survey of robotized production line operators in the Lithuanian furniture sector. The results indicated that organizational citizenship behavior and task performance were negatively impacted by job insecurity. Thus, it can be understood that when managing human resources in an organization it is necessary to recognize the hindering stressor. Similarly, Reisel et al. (2010) examined the impact of job insecurity and satisfaction on OCB, deviant behavior, and negative emotions of employees, they concluded that work insecurity is a significant source of job dissatisfaction and bad emotions and that it is connected with a pattern of discretionary withdrawal behaviors manifested by decreased positive inputs (OCB) and increased negative inputs (deviant behavior).

Each day brings new obstacles at work and in our personal lives, much more so in today's dynamic environment. Working from home and regular organizational restructuring is the norm of the day, more so in manufacturing industries where offsite labor is impossible. Past researchers have seen individuals' stress levels are impacted by organizational restructuring (dynamic environment) as a result of increasing work targets, job security risks, changes in duties, shifting shifts, and loss of authority (McHugh and Brennan, 1994; Rafferty and Griffin, 2006). Arunachalam (2021) studied the interplay of psychological contract breach, Stress, and Job outcomes during an organizational restructuring, the study was carried out on employees of a prominent Indian banking organization during a major organizational restructuring, their study involved analyzing the impact on OCB due to psychological contract breach on the stress, leading to job involvement and behavior. They concluded that any organizational restructuring would expose employees to a breach of their psychological contract, which would affect their job involvement and, in turn, their organizational citizenship behavior, thus proving that any change at an organizational level be it the type of work or place of work will bring out stress in employees. To ascertain the impact of these dynamic environmental

changes Yu et al. (2021) investigated the effect of the COVID-19 pandemic (a dynamic changing environment) on the employee, employee-customer identification, organizational citizenship behavior, mental health, stress, and well-being. The researchers initially targeted hotel employees and professors of hotel management during the pandemic period using a qualitative method. They did a prior literature analysis and selected 13 individuals for the study's targeted group. Later, the researchers created a questionnaire and performed an online study with 332 respondents at premium hotels. The effects of workplace stress on employee well-being, self-reported mental health, organizational citizenship conduct, and employee-customer identification were shown to be substantial. Thus it can be seen that stress, anxiety, and depression have all been impacting OCB at various levels in an organization and have a greater impact when they are put in a changing environment.

3. Counterproductive work behavior

Fox and Spector (2005) defined Counterproductive Work Behavior as "deliberate behavior that has the potential to disrupt or is motivated by the goal to disrupt an organization and its stakeholders". CWB encompasses opposing behavior, hostility (physical or verbal), purposefully inappropriate activities, sabotage, theft, and withdrawal, such as absenteeism, tardiness, and quitting a job. CWB is defined by the condition that all acts have a purpose and cannot occur randomly. In other words, employees make a deliberate choice to operate in a particular way in order to disrupt the organization. Employee behavior that is detrimental to the organization's critical interests is referred to as counterproductive work behavior (Sackett et al., 2006). These activities may cause harm to businesses or individuals within them, such as employees, clients, consumers, or patients. Many researchers have shown that when individuals are subjected to a variety of kinds of injustice, they indulge in more severe forms of sabotage (Colquitt, 2001; Fox et al., 2001; Ambrose et al., 2002; Bennett and Robinson, 2003). Other researchers established links between work satisfaction and counterproductive behaviors, with stronger associations for organizational counterproductive behaviors (Chen and Spector, 1992; Fox and Spector, 1999; Lau et al., 2003; Penney and Spector, 2005). Numerous studies conducted in past years have revealed not just the financial cost of negative workplace behavior, but also the social and psychological impacts on the organization (Hollinger and Clark, 1982; 1983).

3.1. Mental health and CWB

At any given point in time, an individual's emotional state will influence how he or she perceives and evaluates a situation. An external

event is more likely to be seen as a stressor when one is feeling down than when one is feeling up. Personality can be both a cause and an effect of frequent exposure to highly emotional circumstances (Spector et al., 2000). The stressor-emotion model links the environment, perceptions, emotions, and CWB. According to the model, the most significant factor is the perceived stressor (Perrewé and Zellars, 1999), as it results in emotional reactions and CWB. The relationship between job pressures and CWB can be explained using Hobfoll's (1989) theory of conservation of resources (COR). Thus, in line with COR theory, it can be proposed that individuals may engage in counterproductive behavior as a defensive strategy, triggered mostly by stressful conditions that interact with their personality, allowing them to safeguard against future resource losses (Coleman Gallagher et al., 2008).

Emotions in the workplace have been researched from the perspective of studies conceiving emotions as dispositional and universal (Lee and Allen, 2002). The importance placed on individual emotions in the workplace has encouraged other scholars (Brief and Weiss, 2002; Barsade and Gibson, 2007) to suggest that workplace emotions be given more consideration. The manifestation of discrete emotions is a reaction to a specific incident that is often more powerful than more generic affective manifestations including mood or anger (Lee and Allen, 2002). As Barsade and Gibson (2007) pointed out, focusing on emotional states will provide more important information on any potential disparities between various emotions. For example, several studies have shown that chronic worry is positively associated with a number of negative discrete emotions and that the patterns of linkage can occasionally diverge in significant ways (Lee and Allen, 2002; Levine et al., 2011; Shockley et al., 2012). As a result of these findings, the vital importance of including specific negative emotions when conducting CWB research is highlighted. Bauer and Spector (2015) investigated seven discrete emotions, anger, anxiety, sadness, shame, envy, jealousy, and boredom with seven dimensions of CWB. They analyzed the frequencies of negative emotions and CWBs in 240 working students during a one-month period. The findings indicated that practically all emotions had a substantial correlation with all kinds of CWB. Furthermore, multiple regression models revealed that diverse emotional patterns accounted for distinct variances across CWB types. The study opened the path to further research emotions of boredom and shame which are critical to CWB.

The amount of scientific research on CWBs has been victim-centric, concentrating on the negative effects of organizations while disregarding how CWBs influence people and their subsequent results. Zhu and Xu (2022) investigated how and when employees' CWBs influenced their later OCBs, as well as whether OCBs influenced CWBs, using moral cleaning and moral licensing theories. Researchers

discovered that CWB-induced guilt leads to increased OCB and employees with low moral relativism and a penchant for guilt repair fuelled the CWB, guilt, and OCB relationship. Using moral licensing theory, Klotz and Bolino (2013) explained why certain employees show both OCB and CWB. According to their approach, high OCB individuals are permitted to engage in limited unethical or deviant professional behavior for the benefit of the organization or their peers. When a task or activity they dislike becomes available, these personnel will act counterproductively without concern of being branded as bad people for earlier accomplishments. Binsaeed et al. (2017) evaluated the influence of negative emotions and the relationship between job stress and counterproductive work behavior amongst Indonesian public senior high school teachers in the context of their classrooms. Teachers' CWB was found to be significantly affected by work stress in the schools tested, and negative emotion was found to be a significant mediator of the effect of teachers' stress on their CWB. Similarly, Salami (2010) examined the association between job stress and counterproductive work behaviors, as well as the moderating effect of negative affectivity on the relationship in 422 secondary school teachers in Nigeria. Job stress and negative affectivity were found to be positively connected with CWB, and negative affectivity considerably attenuated the association between job stress and CWB, resulting in high levels of CWB when both job stress and negative affectivity were higher. The degree to which individuals experience distressing emotions such as hatred, fear, and anxiety is referred to as negative affectivity (Watson and Clark, 1984). Individuals with a high negative affectivity score are more reactive and sensitive to negative events (Douglas and Martinko, 2001). Negative affectivity was found to be strongly connected with counterproductive work behavior in studies (Aquino et al., 1999; Folger and Skarlicki, 1999; Douglas and Martinko, 2001; Penney and Spector, 2005).

Dormann and Zapf (1999) looked into how social support from supervisors and co-workers can change the effects of social stress at work and depression. In a three-wave longitudinal study that lasted a year, symptoms were looked at using structural equations. A random sample of 543 people aged 16 to 63 from the area around Dresden that used to be part of East Germany was used for the studies. The results showed that social stressors made depression symptoms worse when social support was low. However, contrary to what was expected, social stressors made future depression symptoms better when social support was high. According to Frone (2000), conflict with co-workers results in personal implications such as depression and low self-esteem, but conflict with superiors results in organizational consequences such as low job satisfaction and attrition. Chen and Spector (1992) discovered a significant positive correlation between interpersonal conflict at work with sabotage, hostility, interpersonal aggression, and

grievances, as well as resigning intention. CWB is a behavioral strain manifestation. Strain is an outcome of stress and can be psychological (e.g., unhappiness), physiological changes (e.g., raised blood pressure, and long-term pathology), physical (e.g., somatic symptoms bodily pain), or behavioral (e.g., smoking or withdrawal from work). A stressor is a factor in the environment that causes a negative emotional response (Spector and Jex, 1998). Environmental stressors are objective characteristics of the workplace that people frequently view as stressful. There are variances in how given situations are understood on both an intrapersonal and interpersonal level. As a result, the link between environmental and perceived stressors is not perfect. Perceived stressors (Perrewé and Zellars, 1999) are the most significant in COR theory, causing emotional outbursts and CWB.

Cross-cultural evidence suggests that interpersonal conflict at work is a significant source of stress. In a US sample, interpersonal conflict was the third most often cited source of stress, whereas in an Indian group, it was the fourth most frequently identified source of stress according to Narayanan et al. (1999). Both samples included clerical workers as respondents and 11 possible stressor categories were investigated. Historically researched in occupational stress research, role stressors were the least frequently reported source of stress in this study. Bruk-Lee and Spector (2006) evaluated the differential influence of conflict with supervisors and co-workers on the aim of CWB and the moderating effect of negative emotions in a model of CWB oriented on emotion. At South Florida University, data were obtained from 133 dyads of full-time working individuals from a variety of occupations. There was evidence of a distinct connection between the point of origin of the conflict and the CWB's intended target. Acceptance was shown for a model of volunteer service behavior centered on emotion. Spector and O'Connell (1994) discovered in a longitudinal study that frustration and anxiety are also favorable indicators of conflict. Spector and Jex (1998) found a link between conflict and a number of negative emotions, such as depression, anxiety, and irritability, in their study. Fox et al. (2001) created a negative emotion score by combining Job-Related Affective Well-Being Scale responses to 15 negative emotional state questions. The findings demonstrated a substantial positive association between conflict and negative emotions, suggesting that an integrated model of negative emotions can be used to study the range of negative affective states related to workplace conflict.

Psychological detachment (depression) likely plays a key role in the prediction of CWBs following burnout, according to previous research (Liang and Hsieh, 2007). Based on established studies, emotionally fatigued persons are considerably more inclined to take unauthorized breaks (Jones, 1981) and cause harm to others—even bodily harm (Jones, 1980). However, despite the fact that depression is commonly associated with burnout, research has

suggested that this may be a way of coping employed by emotionally exhausted employees in order to avoid further resource depletion (Cordes and Dougherty, 1993; Tomaka et al., 1993). As per COR theory, when resources are depleted to an extreme (as seems to be the instance with emotional exhaustion), people are more likely to engage in defensive measures (such as refraining from investing in resources by engaging in inactivity and/or escapism) in order to avoid additional resource loss. It might be said that by retreating from the social demands of the workplace, depersonalization (depression) can be a useful strategy for protecting one's remaining resources. Shen et al. (2009) proposed that organizational disidentification, which is akin to depersonalization, can function as a process of psychological disengagement in the aftermath of emotional exhaustion. According to Elsbach and Bhattacharya (2001), disidentification is a self-perception that is founded on one's cognitive disjunction between one's own identity and their perceived identity of the organization, or on one's negative relational categorization of oneself and the organization. Together, these concepts represent various manifestations of psychological estrangement or retreat. The distinction between depersonalization and disidentification is that the former emphasizes cognitive and emotional detachment from the organization as a whole, while the latter emphasizes emotional detachment from other people.

Boredom is an unpleasant sensation of exhaustion, dissatisfaction, and confinement that is associated with both monotonous circumstances and personal qualities such as inattention. Boredom proneness, or an individual's predisposition to feel bored, has been linked to adverse clinical and life outcomes. Boredom proneness has been found as a predictor of depression, stress, and anxiety (Bargdill, 2019; Elhai et al., 2018; Lee and Zelman, 2019). People experiencing boredom may seek diversion through alternate behaviors and boredom has been linked to aggressive behavior (Dahlen et al., 2004), withdrawal behaviors (Spector et al., 2006), sabotage (Ambrose et al., 2002), and overall CWB (Spector et al., 2006; Skowronski, 2012; van Hooff and van Hooff, 2014) at the workplace. According to Lazarus and Folkman (1984), anxiety is a negative feeling characterized by a sense of trepidation or worry. Anxiety is more closely related to the avoidant mental process than to the approach mental process (Wright et al., 2000), this feeling is characterized by a degree of apprehension when confronted with danger (Saint and Moscovitch, 2021). Researchers found evidence for anxiety (trait-level) to be associated with CWB overall (Fox and Spector, 1999; Fox et al., 2001). Sadness can be conceptualized as an inert condition in which an individual has established that there is no way to avoid losing something significant to them. In many cases, sadness is present alongside a sense of hopelessness and surrender. Studies have found evidence of hopelessness associated with depression

(Beck et al., 1993; Assari and Lankarani, 2016; Lamis et al., 2018). Sadness is believed to be connected to a sense of alienation from the inciting event (Parrott, 2001). Thus, occupational depression may result in separation from the workplace manifesting as withdrawal behaviors or production deviance (Bauer and Spector, 2015). The stressor-emotion model, developed by Spector and Fox (2002), was used to investigate the possibility of a bidirectional link between emotions and CWB. As a result, they came to the conclusion that negative emotion tends to increase the likelihood of CWB, whereas good mood increases the likelihood of OCB. In this study, CWB was found to be connected with trait anger and anxiety, as well as locus of control and disobedience, whereas OCB was found to be correlated with empathy and the perceived ability to assist.

Numerous studies have examined the components that contribute to CWB, including individual personality (Meier and Spector, 2013), situational issues such as organizational justice (Fox et al., 2001) emotions (Fida et al., 2015), and narcissism in leaders (Braun et al., 2018) of which the majority of CWB research has been undertaken in North America (Ellen et al., 2019) as a result, the study of CWB may be affected by the inapplicability of past findings of non-cultures that are culturally diverse from North American cultures (Farh et al., 2007; Lin and Ho, 2010; Ng et al., 2016). From a conceptual point of view, CWB is inextricably linked to concepts derived from individual moral behavior (Fida et al., 2015), and understanding how morality is formed in various cultural contexts is critical because it explains how people in a given culture assign meaning to their current circumstances and how their morals drive their behavior (Biron, 2010). Fida et al. (2015) and He et al. (2019) argued that, when analyzing deviant behavior, such as in the case of CWB, cultural factors must be examined as cultural factors impact unproductive behavior (Suseno et al., 2021). The cultural principles of long-term orientation, power distance, and collectivism were studied in depth, as were the Confucian ideals of harmony and guanxi. Guanxi is a phrase that refers to having genuine trust in someone and a solid relationship with them. They surveyed 489 white-collar employees in China and their findings indicate that cultural values are critical in reducing CWB in the workplace. The authors propose that guanxi acts as a moral trigger for CWB by regulating the relationship between cultural values and CWB.

Talking about emotional outbursts, behavioral strains are a way for an individual to cope with stress by limiting stress-emitting feelings (e.g., alcohol consumption, work evasion) or removing the source of the stress (trying to find a solution to the problem, talking to someone). A form of behavioral strains that includes screaming at co-workers, remaining at home instead of coming to work, and lessening the quality and quantity of work is similar to CWB, these can be further classified as role ambiguity, work conflict, workload, organizational constraints (Bruk-Lee and Spector, 2006; Galić and

Ružojčić, 2017). Researchers discovered that outcome favourability is predictive of participants' feelings when combined with procedural and interactional justice (Barclay et al., 2005), the pattern of interaction differed for inward-focused negative emotions (shame and guilt) and outward-focused negative emotions (rage and hostility). Blame was found to buffer the association between perceived fairness and outward-focused negative emotion. Bordia et al. (2008) investigated psychological contract violation, vengeance, and workplace deviance concurrently in order to ascertain the cognitive, emotional, and motivational substrates of workplace deviance. The authors claimed that using the paradigm of workplace deviance as a foundation, breach (a cognitive assessment) and violation (an affective response) induce revenge desire, and that employees subsequently participate in workplace deviance motivated by revenge. The researchers evaluated their hypothesis in three studies and discovered evidence; additionally, they discovered that self-control moderated the link between vengeance cognitions and deviant behavior, but that deviance was weaker in persons with a high level of self-control. Numerous studies examined individual antecedents, with a special emphasis on personality variables, most notably the Dark Triad Model and the Big Five providing support for a personological view of CWB (O'Boyle et al., 2011; Carpenter et al., 2021). Independent research evaluated the association between CWB and particular personality traits. Spector (2011) hypothesized, in particular, that certain personality traits, such as negative affectivity, narcissism, and an angry personality, have an effect on the mental evaluation and emotional response to external circumstances, resulting in CWB. A meta-analysis of 98 studies using 114 independent samples discovered that individuals with an inclination to react positively to situations have higher OCB and task performance scores and lower CWB scores, whereas individuals with more steady negative emotions have the reverse effect (Shockley et al., 2012).

4. Conservation of resources on OCB and CWB

The central notion of the COR theory (Hobfoll, 1989) is that people will go to great lengths to protect the things they value most, such as their health, family, sense of well-being, sense of self-worth, etc. The theory revolves around stress and its consequences. The Gain Paradox principle of COR theory indicates that when there is a resource loss, such as stress there will be a resource gain occurring invisibly, such as OCB. Therefore, we can conclude that employees who feel overwhelmed or anxious are more likely to engage in OCB in an effort to maintain and increase their emotional well-being resources. These findings are also consistent with the negative state relief model proposed by Cialdini and Kenrick (1976) and Cialdini et al. (1982) which suggested that altruistic behavior is motivated by a

desire to alleviate one's own feelings of unhappiness or discontentment. Therefore, it is reasonable to assume that engaging in any type of constructive behavior (such as OCBs) can help reduce stress (Jain and Cooper, 2012; Singh and Bhuvanewari, 2023). OCB resources increase stress reactions which establishes that even a positive behavior can give rise to stress in an individual leading to a kind of coping mechanism at work in turn leading to other mental health outcomes (Bolino and Turnley, 2005; Bolino et al., 2015; De Clercq and Belausteguigoitia, 2020). Unexpected events or mundane situations in a person's life produce enormous sadness, forcing the person to either pull themselves out of it or accept it as their new normal. COR theories Resource Gain Spirals (Hobfoll et al., 2018), asserts that an individual's desire to generate a resource gain will increase when a resource loss occurs and that this motivation will be at a high level when situations of extreme stress are widespread and because depression is a very stressful state, it might cause an individual to acquire resources, and as a result, an individual will gradually participate in resource-gaining behaviors such as OCB in order to alleviate the strain (like depression) that they are under.

In accordance with the Desperation Principle of COR theory which states that when a person's resources are depleted or stretched to the limit, they enter a defensive mode to preserve themselves by becoming aggressive, irrational, or defensive they demonstrate CWB (an aggressive/defensive state). Bolino and Klotz (2015) said that OCB frequently leaves employees anxious and emotionally tired, thus their resources are depleted, and employees whose resources are depleted, eventually engage in withdrawal behaviors a factor of CWB (Maffoni et al., 2020). According to some research, employees who are helpful are expected to complete additional jobs, which depletes their resources resulting in resource depletion and incivility (Koopman et al., 2020; Zhang et al., 2022). It can be established that though an employee indulges in OCB initially, it further changes into CWB saliently involving stress, anxiety, and other mental health factors. COR theory states that stress reactions make it difficult for people to do their work because they are trying to keep and get recovery of lost resources (Hobfoll, 1989), furthermore, the theory indicates that stressed persons become more contemplative and shift their focus away from others' concerns and toward themselves (Hobfoll, 1989; 2001). Bormann and Gellatly (2021) examined the effect of organizational concern on abusive supervision and stress on work behaviors, by drawing empirical conclusions based on COR theory. They conducted two studies of employee-co-worker dyads on extra-role behavior. Based on the COR hypothesis, the researchers found a negative indirect link between abusive supervision and extra-role job behavior. Subordinates experiencing abusive supervision who were subjected to mistreatment but had higher organizational care were likely to suffer from stress more than those who experienced the same

harassment but had less concern for the organization. When organizational concern was minimal in both cases, the link between abusive supervision and follower stress vanished. This finding was consistent with the COR framework, stating that when people are worried, they want to defend what they have left, in doing so, they primarily cut back on non-essential tasks like extra-role behavior and only focus on specific aspects of their job responsibilities.

Using a framework of resource conservation and self-control principles, Bolton et al. (2012) developed a moderated mediational model that connected emotional depletion to counterproductive work behaviors (CWBs). A study conducted in the United States of 175 government employees in the Midwestern United States discovered that both depersonalization (defined as a sense of lack of connection with one's work, customers, or workmates) and organizational disidentification (defined as a sense of cognitive animosity toward an organization) were significant predictors of deviancy. Aside from that, depersonalization and disidentification were found to buffer the relationship between emotional weariness and CWBs. Following the conservation of resources theory, this study reveals that when emotional resources are depleted, increased levels of depersonalization and disidentification together provide a suitable level of mental retreat and rationalization for the emergence of CWBs.

5. Discussion

To achieve and sustain optimal performance within any organization, individuals must possess both mental and physical well-being. The WHO emphasizes that mental health extends beyond the mere absence of mental disorders (WHO, 2013). It encompasses subjective well-being, perceived self-efficacy, autonomy, competence, and the realization of one's intellectual and emotional potential. According to the WHO, prominent mental health-related issues in the workplace encompass depression, substance abuse, anxiety disorders, and work-related stress, among others. Workplaces with limited emphasis on mental health have experienced adverse outcomes, including increased absenteeism as a manifestation of CWB, diminished productivity as a manifestation of OCB, heightened costs, and indirect financial burdens on the organization. Consequently, fostering awareness of mental health and its impact on employees within an organization becomes imperative. The profound influence of stress, anxiety, and depression on an individual's functioning within an organizational setting cannot be overstated. Lower levels of these factors correspond to enhanced performance, resulting in desired OCBs and a reduction in undesirable CWBs. It is evident that emotions, when intertwined with factors such as personality, leadership dynamics, subordinate relationships, organizational culture, and job security, significantly impact an employee's

mental health. Moreover, the literature reveals a noteworthy interconnectedness between OCB and CWB, where each behavior exerts influence on the other. This dynamic is further illuminated through the lens of the COR theory, specifically through the crossover effect observed between stress and anxiety.

6. Way forward

Drawing upon various studies and theories, it may be found that the role of mental health has been studied from varied perspectives of OCB and CWB, yet a deeper look into the subject reveals that the studies were more concerned with the organizational perspective of affect than individual perspective and have not been streamlined. In-depth studies relating substance use along with OCB and CWB are highly limited (Spector and Fox, 2002). Most of the studies reported were tested among populations that were students, or educational professionals, banking sector employees, and hotel business, studies on impacts on manufacturing sector employees have drawn very limited attention in the research field. COVID-19's outbreak has posed a major threat to global mental health. Numerous pieces of evidence indicate that mental health illnesses are increasing in the general population and vulnerable populations (Qiu et al., 2020; Vadivel et al., 2021). Many public health crisis pieces of research demonstrated that over half of the population acquired mental health problems post-COVID-19 inception (Ren and Guo, 2020; Taylor and Asmundson, 2020). Studies concerning the previous pandemic Spanish Flu asserted that there was a dearth of studies on post-pandemic impacts of mental health on individuals (Martini et al., 2019). Thus, with a subsequent increase in mental health effects and a retroactive effect on organizational behaviors, this provides a way for researchers to explore the impact of mental health on organizational behavior following the COVID era, using the COR theory as a baseline. In order to comprehend the rising trend of new work role behaviors post-COVID, it is necessary to conduct a comprehensive analysis of the effect of mental health on organizational behavior in this quickly changing COVID world.

Compliance with ethical standards

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

References

Ambrose ML, Seabright MA, and Schminke M (2002). Sabotage in the workplace: The role of organizational injustice. *Organizational Behavior and Human Decision Processes*,

89(1): 947-965.

[https://doi.org/10.1016/S0749-5978\(02\)00037-7](https://doi.org/10.1016/S0749-5978(02)00037-7)

Aquino K, Grover SL, Bradfield M, and Allen DG (1999). The effects of negative affectivity, hierarchical status, and self-determination on workplace victimization. *Academy of Management Journal*, 42(3): 260-272.
<https://doi.org/10.2307/256918>

Arunachalam T (2021). The interplay of psychological contract breach, stress and job outcomes during organizational restructuring. *Industrial and Commercial Training*, 53(1): 15-28. <https://doi.org/10.1108/ICT-03-2020-0026>

Ashforth BE and Humphrey RH (1995). Emotion in the workplace: A reappraisal. *Human Relations*, 48(2): 97-125.
<https://doi.org/10.1177/001872679504800201>

Ashkanasy NM and Humphrey RH (2011). Current emotion research in organizational behavior. *Emotion Review*, 3(2): 214-224. <https://doi.org/10.1177/1754073910391684>

Assari S and Lankarani MM (2016). Depressive symptoms are associated with more hopelessness among white than black older adults. *Frontiers in Public Health*, 4: 82.
<https://doi.org/10.3389/fpubh.2016.00082>

Aw SS, Ilies R, Li X, Bakker AB, and Liu XY (2021). Work-related helping and family functioning: A work-home resources perspective. *Journal of Occupational and Organizational Psychology*, 94(1): 55-79.
<https://doi.org/10.1111/joop.12331>

Baranik LE and Eby L (2016). Organizational citizenship behaviors and employee depressed mood, burnout, and satisfaction with health and life: The mediating role of positive affect. *Personnel Review*, 45(4): 626-642.
<https://doi.org/10.1108/PR-03-2014-0066>

Barclay LJ, Skarlicki DP, and Pugh SD (2005). Exploring the role of emotions in injustice perceptions and retaliation. *Journal of Applied Psychology*, 90(4): 629-643.
<https://doi.org/10.1037/0021-9010.90.4.629>
PMid:16060783

Bargdill RW (2019). Habitual boredom and depression: Some qualitative differences. *Journal of Humanistic Psychology*, 59(2): 294-312.
<https://doi.org/10.1177/0022167816637948>

Barsade SG and Gibson DE (2007). Why does affect matter in organizations? *Academy of Management Perspectives*, 21(1): 36-59. <https://doi.org/10.5465/amp.2007.24286163>

Bauer JA and Spector PE (2015). Discrete negative emotions and counterproductive work behavior. *Human Performance*, 28(4): 307-331.
<https://doi.org/10.1080/08959285.2015.1021040>

Beck AT, Steer RA, Beck JS, and Newman CF (1993). Hopelessness, depression, suicidal ideation, and clinical diagnosis of depression. *Suicide and Life-Threatening Behavior*, 23(2): 139-145.
<https://doi.org/10.1111/j.1943-278X.1993.tb00378.x>
PMid:8342213

Bennett RJ and Robinson SL (2003). The past, present, and future of workplace deviance research. In: Greenberg J (Ed.), *Organizational behavior: The state of the science*: 247-281. Lawrence Erlbaum Associates Publishers, Mahwah, USA.

Binsaeed RH, Unnisa ST, and Rizvi LJ (2017). The big impact of soft skills in today's workplace. *International Journal of Economics, Commerce and Management*, 5(1): 456-463.

Biron M (2010). Negative reciprocity and the association between perceived organizational ethical values and organizational deviance. *Human Relations*, 63(6): 875-897.
<https://doi.org/10.1177/0018726709347159>

Bolino MC and Klotz AC (2015). The paradox of the unethical organizational citizen: The link between organizational citizenship behavior and unethical behavior at work. *Current*

- Opinion in Psychology, 6: 45-49.
<https://doi.org/10.1016/j.copsy.2015.03.026>
- Bolino MC and Turnley WH (2005). The personal costs of citizenship behavior: The relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*, 90(4): 740-748.
<https://doi.org/10.1037/0021-9010.90.4.740>
PMid:16060790
- Bolino MC, Hsiung HH, Harvey J, and LePine JA (2015). "Well, I'm tired of tryin'!" Organizational citizenship behavior and citizenship fatigue. *Journal of Applied Psychology*, 100(1): 56-74. <https://doi.org/10.1037/a0037583> **PMid:25111252**
- Bolton LR, Harvey RD, Grawitch MJ, and Barber LK (2012). Counterproductive work behaviours in response to emotional exhaustion: A moderated mediational approach. *Stress and Health*, 28(3): 222-233.
<https://doi.org/10.1002/smi.1425> **PMid:22281803**
- Bordia P, Restubog SLD, and Tang RL (2008). When employees strike back: Investigating mediating mechanisms between psychological contract breach and workplace deviance. *Journal of Applied Psychology*, 93(5): 1104-1117.
<https://doi.org/10.1037/0021-9010.93.5.1104>
PMid:18808228
- Borman WC and Motowidlo SM (1993). Expanding the criterion domain to include elements of contextual performance. In: Schmitt N and Borman WC (Eds.), *Personnel selection in organizations*: 71-98. Jossey-Bass, Hoboken, USA.
- Bormann KC and Gellatly IR (2021). It's only abusive if I care: The effect of organizational concern on abusive supervision, stress, and work behaviors. *Journal of Personnel Psychology*, 21(3): 125-136.
<https://doi.org/10.1027/1866-5888/a000295>
- Braun S, Aydin N, Frey D, and Peus C (2018). Leader narcissism predicts malicious envy and supervisor-targeted counterproductive work behavior: Evidence from field and experimental research. *Journal of Business Ethics*, 151: 725-741. <https://doi.org/10.1007/s10551-016-3224-5>
- Brief AP and Weiss HM (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53(1): 279-307.
<https://doi.org/10.1146/annurev.psych.53.100901.135156>
PMid:11752487
- Bruk-Lee V and Spector PE (2006). The social stressors-counterproductive work behaviors link: Are conflicts with supervisors and coworkers the same? *Journal of Occupational Health Psychology*, 11(2): 145-156.
<https://doi.org/10.1037/1076-8998.11.2.145>
PMid:16649848
- Carpenter NC, Whitman DS, and Amrhein R (2021). Unit-level counterproductive work behavior (CWB): A conceptual review and quantitative summary. *Journal of Management*, 47(6): 1498-1527.
<https://doi.org/10.1177/0149206320978812>
- Chen PY and Spector PE (1992). Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study. *Journal of Occupational and Organizational Psychology*, 65(3): 177-184.
<https://doi.org/10.1111/j.2044-8325.1992.tb00495.x>
- Chiu SF and Tsai MC (2006). Relationships among burnout, job involvement, and organizational citizenship behavior. *The Journal of Psychology*, 140(6): 517-530.
<https://doi.org/10.3200/JRLP.140.6.517-530>
PMid:17144149
- Cialdini RB and Kenrick DT (1976). Altruism as hedonism: A social development perspective on the relationship of negative mood state and helping. *Journal of Personality and Social Psychology*, 34(5): 907-914.
<https://doi.org/10.1037/0022-3514.34.5.907> **PMid:993985**
- Cialdini RB, Kenrick DT, and Baumann DJ (1982). Effects of mood on prosocial behavior in children and adults. In: Eisenberg N (Ed.), *The development of prosocial behaviour*: 339-359. Academic Press, New York, USA.
<https://doi.org/10.1016/B978-0-12-234980-5.50018-3>
- Coleman Gallagher V, Harris KJ, and Valle M (2008). Understanding the use of intimidation as a response to job tension: Career implications for the global leader. *Career Development International*, 13(7): 648-666.
<https://doi.org/10.1108/13620430810911100>
- Colquitt JA (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3): 386-400.
<https://doi.org/10.1037/0021-9010.86.3.386>
PMid:11419799
- Cordes CL and Dougherty TW (1993). A review and an integration of research on job burnout. *Academy of Management Review*, 18(4): 621-656.
<https://doi.org/10.5465/amr.1993.9402210153>
- Dahlen ER, Martin RC, Ragan K, and Kuhlman MM (2004). Boredom proneness in anger and aggression: Effects of impulsiveness and sensation seeking. *Personality and Individual Differences*, 37(8): 1615-1627.
<https://doi.org/10.1016/j.paid.2004.02.016>
- De Clercq D and Belausteguigoitia I (2020). When does job stress limit organizational citizenship behavior, or not? Personal and contextual resources as buffers. *Journal of Management and Organization*, 1-25. <https://doi.org/10.1017/jmo.2020.7>
- Dimoff JK and Kelloway EK (2019). Mental health problems are management problems: Exploring the critical role of managers in supporting employee mental health. *Organizational Dynamics*, 48(3): 105-112.
<https://doi.org/10.1016/j.orgdyn.2018.11.003>
- Dormann C and Zapf D (1999). Social support, social stressors at work, and depressive symptoms: Testing for main and moderating effects with structural equations in a three-wave longitudinal study. *Journal of Applied Psychology*, 84(6): 874-884.
<https://doi.org/10.1037/0021-9010.84.6.874>
PMid:10639907
- Douglas SC and Martinko MJ (2001). Exploring the role of individual differences in the prediction of workplace aggression. *Journal of Applied Psychology*, 86(4): 547-559.
<https://doi.org/10.1037/0021-9010.86.4.547>
PMid:11519640
- Elhai JD, Vasquez JK, Lustgarten SD, Levine JC, and Hall BJ (2018). Proneness to boredom mediates relationships between problematic smartphone use with depression and anxiety severity. *Social Science Computer Review*, 36(6): 707-720.
<https://doi.org/10.1177/0894439317741087>
- Ellen BP, Kiewitz C, Garcia PRJM, and Hochwarter WA (2019). Dealing with the full-of-self-boss: Interactive effects of supervisor narcissism and subordinate resource management ability on work outcomes. *Journal of Business Ethics*, 157: 847-864. <https://doi.org/10.1007/s10551-017-3666-4>
- Elsbach KD and Bhattacharya CB (2001). Defining who you are by what you're not: Organizational disidentification and the National Rifle Association. *Organization Science*, 12(4): 393-413. <https://doi.org/10.1287/orsc.12.4.393.10638>
- Farh JL, Hackett RD, and Liang J (2007). Individual-level cultural values as moderators of perceived organizational support-employee outcome relationships in China: Comparing the effects of power distance and traditionality. *Academy of Management Journal*, 50(3): 715-729.
<https://doi.org/10.5465/amj.2007.25530866>
- Fida R, Paciello M, Tramontano C, Fontaine RG, Barbaranelli C, and Farnese ML (2015). An integrative approach to understanding counterproductive work behavior: The roles of stressors, negative emotions, and moral disengagement. *Journal of Business Ethics*, 130: 131-144.
<https://doi.org/10.1007/s10551-014-2209-5>

- Folger R and Skarlicki DP (1999). Unfairness and resistance to change: Hardship as mistreatment. *Journal of Organizational Change Management*, 12(1): 35-50.
<https://doi.org/10.1108/09534819910255306>
- Fox S and Spector PE (1999). A model of work frustration-aggression. *Journal of Organizational Behavior*, 20(6): 915-931.
[https://doi.org/10.1002/\(SICI\)1099-1379\(199911\)20:6<915::AID-JOB918>3.0.CO;2-6](https://doi.org/10.1002/(SICI)1099-1379(199911)20:6<915::AID-JOB918>3.0.CO;2-6)
- Fox S and Spector PE (2005). Counterproductive work behavior: Investigations of actors and targets. American Psychological Association, Washington, DC, USA.
<https://doi.org/10.1037/10893-000>
- Fox S, Spector PE, and Miles D (2001). Counterproductive work behavior (CWB) in response to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions. *Journal of Vocational Behavior*, 59(3): 291-309. <https://doi.org/10.1006/jvbe.2001.1803>
- Frone MR (2000). Interpersonal conflict at work and psychological outcomes: Testing a model among young workers. *Journal of Occupational Health Psychology*, 5(2): 246-255.
<https://doi.org/10.1037/1076-8998.5.2.246>
PMid:10784288
- Galić Z and Ružojčić M (2017). Interaction between implicit aggression and dispositional self-control in explaining counterproductive work behaviors. *Personality and Individual Differences*, 104: 111-117.
<https://doi.org/10.1016/j.paid.2016.07.046>
- Glomb TM, Bhawe DP, Miner AG, and Wall M (2011). Doing good, feeling good: Examining the role of organizational citizenship behaviors in changing mood. *Personnel Psychology*, 64(1): 191-223. <https://doi.org/10.1111/j.1744-6570.2010.01206.x>
- Han H and Hyun SS (2019). Green indoor and outdoor environment as nature-based solution and its role in increasing customer/employee mental health, well-being, and loyalty. *Business Strategy and the Environment*, 28(4): 629-641. <https://doi.org/10.1002/bse.2269>
- He P, Peng Z, Zhao H, and Estay C (2019). How and when compulsory citizenship behavior leads to employee silence: A moderated mediation model based on moral disengagement and supervisor-subordinate guanxi views. *Journal of Business Ethics*, 155: 259-274.
<https://doi.org/10.1007/s10551-017-3550-2>
- Hobfoll SE (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3): 513-524.
<https://doi.org/10.1037/0003-066X.44.3.513>
PMid:2648906
- Hobfoll SE (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, 50(3): 337-421.
<https://doi.org/10.1111/1464-0597.00062>
- Hobfoll SE (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84(1): 116-122.
<https://doi.org/10.1111/j.2044-8325.2010.02016.x>
- Hobfoll SE, Halbesleben J, Neveu JP, and Westman M (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5: 103-128.
<https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Hollinger RC and Clark JP (1982). Formal and informal social controls of employee deviance. *Sociological Quarterly*, 23(3): 333-343.
<https://doi.org/10.1111/j.1533-8525.1982.tb01016.x>
- Hollinger RC and Clark JP (1983). Deterrence in the workplace: Perceived certainty, perceived severity, and employee theft. *Social Forces*, 62(2): 398-418.
<https://doi.org/10.2307/2578314>
- Jain AK and Cooper CL (2012). Stress and organisational citizenship behaviours in Indian business process outsourcing organisations. *IIMB Management Review*, 24(3): 155-163.
<https://doi.org/10.1016/j.iimb.2012.06.004>
- Jiang L and Lavaysse LM (2018). Cognitive and affective job insecurity: A meta-analysis and a primary study. *Journal of Management*, 44(6): 2307-2342.
<https://doi.org/10.1177/0149206318773853>
- Jones JW (1980). Correlates of police misconduct: Violence and alcohol use on the job. In the 6th Annual Meeting of the Society of Police and Criminal Psychology, Atlanta, USA.
- Jones JW (1981). Dishonesty, burnout, and unauthorized work break extensions. *Personality and Social Psychology Bulletin*, 7(3): 406-409. <https://doi.org/10.1177/014616728173007>
- Klotz AC and Bolino MC (2013). Citizenship and counterproductive work behavior: A moral licensing view. *Academy of Management Review*, 38(2): 292-306.
<https://doi.org/10.5465/amr.2011.0109>
- Koopman J, Lanaj K, and Scott BA (2016). Integrating the bright and dark sides of OCB: A daily investigation of the benefits and costs of helping others. *Academy of Management Journal*, 59(2): 414-435. <https://doi.org/10.5465/amj.2014.0262>
- Koopman J, Rosen CC, Gabriel AS, Puranik H, Johnson RE, and Ferris DL (2020). Why and for whom does the pressure to help hurt others? Affective and cognitive mechanisms linking helping pressure to workplace deviance. *Personnel Psychology*, 73(2): 333-362.
<https://doi.org/10.1111/peps.12354>
- Kumar M, Jauhari H, and Singh S (2016). Organizational citizenship behavior and employee well-being. *Indian Journal of Industrial Relations*, 51(4): 594-608.
- Lamis DA, Innamorati M, Erbuto D, Berardelli I, Montebovi F, Serafini G, and Pompili M (2018). Nightmares and suicide risk in psychiatric patients: The roles of hopelessness and male depressive symptoms. *Psychiatry Research*, 264: 20-25.
<https://doi.org/10.1016/j.psychres.2018.03.053>
PMid:29626827
- LaMontagne AD, Keegel T, Shann C, and D'Souza R (2014). An integrated approach to workplace mental health: An Australian feasibility study. *International Journal of Mental Health Promotion*, 16(4): 205-215.
<https://doi.org/10.1080/14623730.2014.931070>
- Lau VC, Au WT, and Ho JM (2003). A qualitative and quantitative review of antecedents of counterproductive behavior in organizations. *Journal of Business and Psychology*, 18: 73-99.
<https://doi.org/10.1023/A:1025035004930>
- Lazarus RS and Folkman S (1984). *Stress, appraisal, and coping*. Springer Publishing Company, New York, USA.
- Lee FK and Zelman DC (2019). Boredom proneness as a predictor of depression, anxiety and stress: The moderating effects of dispositional mindfulness. *Personality and Individual Differences*, 146: 68-75.
<https://doi.org/10.1016/j.paid.2019.04.001>
- Lee K and Allen NJ (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87(1): 131-142.
<https://doi.org/10.1037/0021-9010.87.1.131>
PMid:11916207
- Levine EL, Xu X, Yang LQ, Ispas D, Pitariu HD, Bian R, and Musat S (2011). Cross-national explorations of the impact of affect at work using the State-Trait Emotion Measure: A coordinated series of studies in the United States, China, and Romania. *Human Performance*, 24(5): 405-442.
<https://doi.org/10.1080/08959285.2011.614302>
- Liang SC and Hsieh AT (2007). Burnout and workplace deviance among flight attendants in Taiwan. *Psychological Reports*,

- 101(2): 457-468.
<https://doi.org/10.2466/pr0.101.2.457-468> **PMid:18175485**
- Lin LH and Ho YL (2010). Guanxi and OCB: The Chinese cases. *Journal of Business Ethics*, 96: 285-298.
<https://doi.org/10.1007/s10551-010-0465-6>
- Maffoni M, Sommovigo V, Giardini A, Paolucci S, and Setti I (2020). Dealing with ethical issues in rehabilitation medicine: The relationship between managerial support and emotional exhaustion is mediated by moral distress and enhanced by positive affectivity and resilience. *Journal of Nursing Management*, 28(5): 1114-1125.
<https://doi.org/10.1111/jonm.13059> **PMid:32495373**
- Man SS, Chan AH, and Wong HM (2017). Risk-taking behaviors of Hong Kong construction workers: A thematic study. *Safety Science*, 98: 25-36.
<https://doi.org/10.1016/j.ssci.2017.05.004>
- Martini M, Gazzaniga V, Bragazzi NL, and Barberis I (2019). The Spanish influenza pandemic: A lesson from history 100 years after 1918. *Journal of Preventive Medicine and Hygiene*, 60(1): E64-E67.
- Maslach C and Leiter MP (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3): 498-512.
<https://doi.org/10.1037/0021-9010.93.3.498> **PMid:18457483**
- Mathibe MS and Chinyamurindi WT (2021). Determinants of employee mental health in the South African public service: The role of organizational citizenship behaviours and workplace social support. *Advances in Mental Health*, 19(3): 306-316. <https://doi.org/10.1080/18387357.2021.1938153>
- McHugh M and Brennan S (1994). Managing the stress of change in the public sector. *International Journal of Public Sector Management*, 7(5): 29-41.
<https://doi.org/10.1108/09513559410067500>
- Meier LL and Spector PE (2013). Reciprocal effects of work stressors and counterproductive work behavior: A five-wave longitudinal study. *Journal of Applied Psychology*, 98(3): 529-539. <https://doi.org/10.1037/a0031732> **PMid:23379915**
- Meng X, Chan AH, Lui LK, and Fang Y (2021). Effects of individual and organizational factors on safety consciousness and safety citizenship behavior of construction workers: A comparative study between Hong Kong and Mainland China. *Safety Science*, 135: 105116. <https://doi.org/10.1016/j.ssci.2020.105116>
- Moller M and Rothmann S (2019). Mental health and individual and organisational outcomes: A latent profile analysis. *Journal of Psychology in Africa*, 29(6): 535-545.
<https://doi.org/10.1080/14330237.2019.1689462>
- Moorhead G and Griffin RW (1995). *Organizational behavior: Managing people and organizations*. 5th Edition, Houghton Mifflin, Boston, USA.
- Narayanan L, Menon S, and Spector P (1999). A cross-cultural comparison of job stressors and reactions among employees holding comparable jobs in two countries. *International Journal of Stress Management*, 6: 197-212.
<https://doi.org/10.1023/A:1021986709317>
- Ng TW, Lam SS, and Feldman DC (2016). Organizational citizenship behavior and counterproductive work behavior: Do males and females differ? *Journal of Vocational Behavior*, 93: 11-32. <https://doi.org/10.1016/j.jvb.2015.12.005>
- O'Boyle EH, Forsyth DR, and O'Boyle AS (2011). Bad apples or bad barrels: An examination of group-and organizational-level effects in the study of counterproductive work behavior. *Group and Organization Management*, 36(1): 39-69.
<https://doi.org/10.1177/1059601110390998>
- Organ DW (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books, Plymouth, UK.
- Parrott WG (2001). Implications of dysfunctional emotions for understanding how emotions function. *Review of General Psychology*, 5(3): 180-186.
<https://doi.org/10.1037/1089-2680.5.3.180>
- Penney LM and Spector PE (2005). Job stress, incivility, and counterproductive work behavior (CWB): The moderating role of negative affectivity. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 26(7): 777-796.
<https://doi.org/10.1002/job.336>
- Perrewé PL and Zellars KL (1999). An examination of attributions and emotions in the transactional approach to the organizational stress process. *Journal of Organizational Behavior*, 20(5): 739-752.
[https://doi.org/10.1002/\(SICI\)1099-1379\(199909\)20:5<739::AID-JOB1949>3.0.CO;2-C](https://doi.org/10.1002/(SICI)1099-1379(199909)20:5<739::AID-JOB1949>3.0.CO;2-C)
- Podsakoff PM, MacKenzie SB, Paine JB, and Bachrach DG (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3): 513-563.
<https://doi.org/10.1177/014920630002600307>
- Qiu J, Shen B, Zhao M, Wang Z, Xie B, and Xu Y (2020). A nationwide survey of psychological distress among Chinese people in the COVID-19 epidemic: Implications and policy recommendations. *General Psychiatry*, 33(2): e100213.
<https://doi.org/10.1136/gpsych-2020-100213> **PMid:32215365 PMCid:PMC7061893**
- Rafferty AE and Griffin MA (2006). Perceptions of organizational change: A stress and coping perspective. *Journal of Applied Psychology*, 91(5): 1154-1162.
<https://doi.org/10.1037/0021-9010.91.5.1154> **PMid:16953776**
- Reisel WD, Probst TM, Chia SL, Maloles CM, and König CJ (2010). The effects of job insecurity on job satisfaction, organizational citizenship behavior, deviant behavior, and negative emotions of employees. *International Studies of Management and Organization*, 40(1): 74-91.
<https://doi.org/10.2753/IMO0020-8825400105>
- Ren FF and Guo RJ (2020). Public mental health in post-COVID-19 era. *Psychiatria Danubina*, 32(2): 251-255.
<https://doi.org/10.24869/psyd.2020.251> **PMid:32796794**
- Sackett PR, Berry CM, Wiemann SA, and Laczko RM (2006). Citizenship and counterproductive behavior: Clarifying relations between the two domains. *Human Performance*, 19(4): 441-464.
https://doi.org/10.1207/s15327043hup1904_7
- Saint SA and Moscovitch DA (2021). Effects of mask-wearing on social anxiety: An exploratory review. *Anxiety, Stress, and Coping*, 34(5): 487-502.
<https://doi.org/10.1080/10615806.2021.1929936> **PMid:34074171**
- Salami SO (2010). Job stress and counterproductive work behaviour: Negative affectivity as a moderator. *The Social Sciences*, 5(6): 486-492.
<https://doi.org/10.3923/sscience.2010.486.492>
- Selye H (1956). *The stress of life*. McGraw Hill, New York, USA.
- Shen J, Li Y, and Zhang N (2009). The relationship among teachers' personality, organizational identification and job burnout. *Psychological Science (China)*, 32(4): 774-777.
- Shockley KM, Ispas D, Rossi ME, and Levine EL (2012). A meta-analytic investigation of the relationship between state affect, discrete emotions, and job performance. *Human Performance*, 25(5): 377-411.
<https://doi.org/10.1080/08959285.2012.721832>
- Singh AC and Bhuvanewari (2023). Does mental health limit organizational behavior, or not? A study drawn on resource conservation. *Frontiers in Psychology*, 14: 1200614.
<https://doi.org/10.3389/fpsyg.2023.1200614> **PMid:37546449 PMCid:PMC10399591**

- Skowronski M (2012). When the bored behave badly (or exceptionally). *Personnel Review*, 41(2): 143-159. <https://doi.org/10.1108/00483481211200006>
- Soo HS and Ali H (2016). The linkage between stress and organizational citizenship behavior. *International Business Management*, 10(14): 2713-2718.
- Spector PE (2011). The relationship of personality to counterproductive work behavior (CWB): An integration of perspectives. *Human Resource Management Review*, 21(4): 342-352. <https://doi.org/10.1016/j.hrmr.2010.10.002>
- Spector PE and Fox S (2002). An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior and organizational citizenship behavior. *Human Resource Management Review*, 12(2): 269-292. [https://doi.org/10.1016/S1053-4822\(02\)00049-9](https://doi.org/10.1016/S1053-4822(02)00049-9)
- Spector PE and Jex SM (1998). Development of four self-report measures of job stressors and strain: Interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory. *Journal of Occupational Health Psychology*, 3(4): 356-367. <https://doi.org/10.1037/1076-8998.3.4.356> **PMid:9805281**
- Spector PE and O'Connell BJ (1994). The contribution of personality traits, negative affectivity, locus of control and Type A to the subsequent reports of job stressors and job strains. *Journal of Occupational and Organizational psychology*, 67(1): 1-12. <https://doi.org/10.1111/j.2044-8325.1994.tb00545.x>
- Spector PE, Fox S, Penney LM, Bruursema K, Goh A, and Kessler S (2006). The dimensionality of counterproductivity: Are all counterproductive behaviors created equal? *Journal of Vocational Behavior*, 68(3): 446-460. <https://doi.org/10.1016/j.jvb.2005.10.005>
- Spector PE, Zapf D, Chen PY, and Frese M (2000). Why negative affectivity should not be controlled in job stress research: Don't throw out the baby with the bath water. *Journal of Organizational Behavior*, 21(1): 79-95. [https://doi.org/10.1002/\(SICI\)1099-1379\(200002\)21:1<79::AID-JOB964>3.0.CO;2-G](https://doi.org/10.1002/(SICI)1099-1379(200002)21:1<79::AID-JOB964>3.0.CO;2-G)
- Stankevičiūtė Ž, Staniškienė E, and Ramanauskaitė J (2021). The impact of job insecurity on organisational citizenship behaviour and task performance: Evidence from robotised furniture sector companies. *International Journal of Environmental Research and Public Health*, 18(2): 515. <https://doi.org/10.3390/ijerph18020515> **PMid:33435183 PMCID:PMC7827618**
- Suseno Y, Chang C, Hudik M, Fang E, and Liu N (2021). Why do employees engage in counterproductive work behaviours? Cultural values and white-collar employees in China. *Motivation and Emotion*, 45: 397-421. <https://doi.org/10.1007/s11031-021-09874-6>
- Taylor S and Asmundson GJ (2020). Life in a post-pandemic world: What to expect of anxiety-related conditions and their treatment. *Journal of Anxiety Disorders*, 72: 102231. <https://doi.org/10.1016/j.janxdis.2020.102231> **PMid:32447204 PMCID:PMC7252157**
- Thompson WC, Cowan CL, and Rosenhan DL (1980). Focus of attention mediates the impact of negative affect on altruism. *Journal of Personality and Social Psychology*, 38(2): 291-300. <https://doi.org/10.1037/0022-3514.38.2.291>
- Tice DM and Bratslavsky E (2000). Giving in to feel good: In the context the place of emotion regulation of general. *Psychological Inquiry*, 11(3): 149-159. https://doi.org/10.1207/S15327965PLI1103_03
- Tomaka J, Blascovich J, Kelsey RM, and Leitten CL (1993). Subjective, physiological, and behavioral effects of threat and challenge appraisal. *Journal of Personality and Social Psychology*, 65(2): 248-260. <https://doi.org/10.1037/0022-3514.65.2.248>
- Vadivel R, Shoib S, El Halabi S, El Hayek S, Essam L, Bytyci DG, and Kundadak GK (2021). Mental health in the post-COVID-19 era: Challenges and the way forward. *General Psychiatry*, 34(1): e100424. <https://doi.org/10.1136/gpsych-2020-100424> **PMid:33644689 PMCID:PMC7875255**
- van Dyne L and LePine JA (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, 41(1): 108-119. <https://doi.org/10.5465/256902>
- van Hooff ML and van Hooft EA (2014). Boredom at work: Proximal and distal consequences of affective work-related boredom. *Journal of Occupational Health Psychology*, 19(3): 348-359. <https://doi.org/10.1037/a0036821> **PMid:24885686**
- Waltman L, Van Eck NJ, and Noyons EC (2010). A unified approach to mapping and clustering of bibliometric networks. *Journal of Informetrics*, 4(4): 629-635. <https://doi.org/10.1016/j.joi.2010.07.002>
- Watson D and Clark LA (1984). Negative affectivity: The disposition to experience aversive emotional states. *Psychological Bulletin*, 96(3): 465-490. <https://doi.org/10.1037/0033-2909.96.3.465> **PMid:6393179**
- Whiting SW, Podsakoff PM, and Pierce JR (2008). Effects of task performance, helping, voice, and organizational loyalty on performance appraisal ratings. *Journal of Applied Psychology*, 93(1): 125-139. <https://doi.org/10.1037/0021-9010.93.1.125> **PMid:18211140**
- WHO (2013). WHO global plan of action on workers' health (2008-2017): Baseline for implementation: Global country survey 2008/2009: executive summary and survey findings. World Health Organization, Geneva, Switzerland.
- WHO (2021). Mental health and substance use. World Health Organization, Geneva, Switzerland.
- Wong TKM, Man SS, and Chan AHS (2020). Critical factors for the use or non-use of personal protective equipment amongst construction workers. *Safety Science*, 126: 104663. <https://doi.org/10.1016/j.ssci.2020.104663>
- Wright BRE, Carver C, and Scheier MF (2000). On the self-regulation of behavior. *Contemporary Sociology*, 29(2): 386-387. <https://doi.org/10.2307/2654424>
- Yu J, Park J, and Hyun SS (2021). Impacts of the COVID-19 pandemic on employees' work stress, well-being, mental health, organizational citizenship behavior, and employee-customer identification. *Journal of Hospitality Marketing and Management*, 30(5): 529-548. <https://doi.org/10.1080/19368623.2021.1867283>
- Zhang H, Lin C, Lai X, and Liu X (2022). When and how workplace helping promotes deviance? An Actor-Centric Perspective. *Frontiers in Psychology*, 12: 795610. <https://doi.org/10.3389/fpsyg.2021.795610> **PMid:35069384 PMCID:PMC8766307**
- Zhu J and Xu S (2022). Do bad apples do good deeds? The role of morality. *Business Ethics, the Environment and Responsibility*, 31(2): 562-576. <https://doi.org/10.1111/beer.12419>