

A STUDY OF EMPLOYEE WELLNESS IMPACT ON  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND  
AFFECTIVE COMMITMENT

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A research project submitted in partial fulfillment of the  
requirement for the degree of

BACHELOR OF BUSINESS ADMINISTRATION  
(HONS)

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF BUSINESS AND FINANCE  
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AUGUST 2017

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DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
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## ACKNOWLEDGEMENT

Hereby, we as the current students of Financial and Business Faculty (FBF) would like to give dedication for few parties. These parties had been there to assist us in a big favour during the producing process of our final year project. We would like to thank them sincerely from the bottom of our heart, because without their support and contribution, we might not complete our project in time.

First and foremost, we would like to thank our project supervisor, Dr Sofiah a/p Kadar Khan. A great acclaim and dedication shall be given to Dr Sofiah. Her intelligence, knowledge and experience were great inspiration for us to successfully achieve this study. In addition, her patient in sharing her knowledge and information had strictly polished our research. Her words of encouragement and trust of persistence would be a precious gift to us for now and future.

Besides, we would like to express our appreciation to University Tunku Abdul Rahman as well. With the rich resource that UTAR granted us, we are able to complete this research in the limited time constraint at ease. Well-equipped services such as e-database, library facilities and authorization to carry out this project are the consequential tools for us to conduct our research.

To all the respondents who participate in our questionnaires, who directly and indirectly contribute their feedback and understandings for us, hereby we are tremendously thankful of their support to get this research done.

Last but not least, we must express appreciation and recognition of the effort of our group members to contribute to the accomplishment of this final year project. With the absolute coherent collaboration and participation of all the members in the group, this Final Year Project could be produced on time in a perfect condition.

DEDICATION

This dissertation is dedicated to:

Our supervisor,

Dr Sofiah a/p Kadar Khan

Who guides us continuously throughout the completion of this research project.

Tertiary educational institution, UTAR,

For giving us the opportunity to conduct this research project.

Families and friends,

For your love, support and encouragement.

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LIST OF ABBREVIATIONS

OCB	Organizational Citizenship Behavior
GDP	Gross Domestic Product
SPSS	Statistical Package for the Social Sciences
PLS	Partial Least Squares
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immune Deficiency Syndrome
TRA	Theory of Reasoned Action
AC	Affective Commitment
CC	Continuance Commitment
NC	Normative Commitment
CSR	Corporate Social Responsibility
SDT	Self-Determination Theory
CFA	Confirmatory Factor Analysis
IV	Independent Variable
MV	Mediating Variable
DV	Dependent Variables
FSOP	Field Standard Operating Procedure
HRM	Human Resources Management
PHD	Doctor of Philosophy
DBA	Doctor of Business Administration
Ed. D	Doctor of Education
D. Phil	Doctor of Philosophy
LLB	Undergraduate Bachelor of Laws Degree

ACCA	Association of Chartered Certified Accountants
SEM	Structural Equation Modelling
PLS-SEM	Partial Least Squares Structural Equation Modeling
IBM	International Business Machines
AVE	Average Variance Extracted
EW	Employee Wellness
SOC / SC	Supportive Organizational Culture
VIF	Variance Inflation Factor
O	Original Sample
M	Sample Mean
STDEV	Standard Deviation
O/STDEV	T Statistics
SE	Standard Error

## **PREFACE**

Employees are important to carry out the daily operations in every organization. In order to retain their positive behavior and emotional in the organization, the organization must understand the employees' needs and try to meet their expectations. There is one factor that could affect the employees' behavior and emotional towards organization in this research project.

This research examines the study of employee wellness impacts on organizational citizenship behavior and affective commitment. Besides, there is a mediating variable which is supportive organizational culture that can mediate the relationship between employee wellness, organizational citizenship behavior, and affective commitment.

All the surveys have been done to various respondents and results are processed and presented in this research project carefully. This research will represent the actual life scenario of what the respondents are thinking and feeling. In addition, the overall study is to discover more deeply regarding how employee wellness can impact on organizational citizenship behavior and affective commitment.

## **ABSTRACT**

Employee wellness is becoming a fundamental concern for employers and has serves as a powerful tool for organization to improve the health and well-being of the employees. As the concept of employee wellness has grown in popularity worldwide, so it is worth for us to carry out a research to find out the relationship between different variables that can bring a significant impact by employee wellness. The dependent variables investigated in this research include organizational citizenship behavior, and affective commitment, as well as a mediating variable, which is supportive organizational culture.

The data of this study is collected from the respondent from one of the manufacturing company in Malaysia. There are a total of 136 sets of questionnaires distributed by using probability sampling technique to the employees in the selected sampling location. The data received from the respondents are analyzing by using the Statistical Package for the Social Sciences (SPSS) software. The Smart Partial Least Squares 3 (PLS 3) software is selected for hypotheses testing in this study to determine the relationship between independent and dependent variables.

This study has concluded that there are significant relationships between employee wellness, supportive organizational culture, affective commitment and organization citizenship behavior (OCB). Besides, managerial implication, limitation and recommendation are discussed at the end of this research.



## **CHAPTER 1: INTRODUCTION**

### **1.0 Introduction**

This section encompassed the overview of the researchers' study, research background, problem statement, research objectives, research questions, hypotheses, significance of the study, chapter layout and conclusion. The purpose of this research study is to identify how employee wellness will have an impact on organizational citizenship behavior, and affective commitment. There is an additional element which known as supportive organization culture, it serves as a mediator in influencing employee wellness towards positive work outcomes. The researchers will explain the context where the research project will be carried out, followed by a clarification of a more in-depth investigation of the problem. The outcome of this research study will be a series of significant hypotheses and objectives being achieved.

### **1.1 Background of Study**

Jahangir et al., (2004) explained the definition of organization citizenship behavior (OCB) is the willingness of employees to work beyond their job scope that implicitly increase the organization performance. According to Khan et al. (2015), original concept of OCB is when an individual behavior discretionary or randomly at will that helps or increases the organization performance indirectly and not recognized by the official reward system. Khan et al., (2015) indicated altruism, conscientiousness, civic virtue, courtesy and sportsmanship are the five dimensions of OCB. The definition of altruism is when employees assist others with organizationally relevant tasks. Conscientiousness is defined as discretionary behavior of employees which go well beyond the organization's requirement. Civic virtue is defined as employees who are concerned about the company's welfare and responsible to participate in the organization affairs. Courtesy is when employees treat others with respect. Sportsmanship is when employees are willing and have a

positive attitude to tolerate less than circumstances without complaining. Gaa (2010) defined OCB as a role which individuals are self-motivated and recognized the importance of shared vision. OCB is when employees express their commitment in the form of proactive behavior towards the organization. These behaviors are greatly desired by organization as they increase the functioning of the organization and also minimizes monitoring systems Khan et al., (2015).

Past studies have indicated that organizational commitment is an integral aspect of employees' psychological state which motivates them to engage in citizenship activities and experience a high level of organizational commitment (Muhammad, 2012). Organizational Commitment is found as one of the important factors that employees contribute towards the efficiency of an organization. Muhammad (2012) developed organizational commitment in three distinct terms, which are affective, continuance and normative. The common approach to organizational commitment is affective commitment or known as emotional attachment to the organization which individual are strongly committed, and be a part of the organization. The researcher also stated that organization able to retain high affective commitment employee. According to Muhammad (2012), the significant antecedents of affective commitment shall be identified to develop affective commitment that focus on the job characteristics such as task identity, task significance, autonomy, supervisor feedback, skill variety, and organizational dependability and work experience. Muhammad (2012) identified three factors of affective commitment which are faith and recognition of the goal and value of organization, willing to contribute and help to achieve organizational goals, and want to retain in the organization. The second commitment is continuance commitment which means the willingness to remain in organization due to the nontransferable investments which include the relationships with others, the things that special to the organization and the things such as retirement. Besides, Muhammad (2012) defined continuance commitment depends on employee losses due to their resignation. The person would result in loss if he left the organization as he made those nontransferable investments previously. Employees who have continuance commitment would be difficult to leave his or her company. The third components of commitment is normative commitment. Meyer et al. (2002) defined normative commitment as willingness of employees to stay within their company due to obligation. Employees with strong normative

commitment tend to stay within their company due to his or her responsibility Muhammad (2012). In addition, affective commitment is chosen to be the dependent variable instead of another two components model of organizational commitment. This is due to affective commitment is very important for the organization success and its survival in industry since it refers to an employee's emotional attachment to, identification with and involvement in an organization, which means any actions or cultures implemented by organization can affect affective commitment of employees towards organization thereby influence the organization success and survival (Alvi et al., 2014).

In business process management initiatives, the organizational culture is one of the acknowledged success factors (Hammer, 2010). It refers as the shared values among a group of employees (Schein, 2004). It has been suggested that although by having the right structure and good systems in place, but without addressing cultural aspects are not enough to sustain in business process management (Tumbas et al., 2013). The industry analysts also acknowledged the relevance of culture in business process management, by saying that: "business process management as a discipline needs an organization to change its work practices and culture" (Dixon and Jones, 2011, p.12). Past studies suggested that the organization culture should facilitate business process management (Maull et al., 2003). When the researchers had examined how the business process management supportive organizational culture looked like (Schmiedel et al., 2013), it was hard to examine how the organizations developed a culture that facilitated effective and efficient business processes (Tumbas et al., 2013).

This study will focus in the manufacturing industry because of its recent development in Malaysia. The manufacturing sector had grown RM110 billion in 2005 to RM193 billion in 2013. Based on Cushman and Wakefield, manufacturing sector in Malaysia ranked as the world's top location in new suitability index. The net export in Malaysia had hovered around RM163 billion since 2006, even though the GDP in Malaysia had been growing steadily. According to Dato' Sri Idris Jala (Performance Management and Delivery Unit Chief Executive Officer) believed Malaysia needed to concentrate on the manufacturing sector to enhance the numbers of export in order to sustain the growth of country (Business Circle, 2014).

Figure 1.1: Ranking of the World's Top Manufacturing Location in New Suitability Index by Cushman and Wakefield

REGION	COUNTRY	OVERALL
APAC	Malaysia	1
APAC	Taiwan, Republic of China	2
APAC	Korea, Republic of	3
APAC	Thailand	4
APAC	China	5
AMERICAS	Canada	6
EMEA	Russian Federation	7
APAC	Indonesia	8
AMERICAS	United States	9
AMERICAS	Mexico	10
EMEA	Turkey	11
EMEA	Switzerland	12
EMEA	Poland	13
AMERICAS	Venezuela	14
EMEA	South Africa	15
EMEA	Sweden	16
EMEA	Austria	17
EMEA	United Kingdom	18
APAC	Japan	19
EMEA	France	20
AMERICAS	Argentina	21
EMEA	Netherlands	22
AMERICAS	Brazil	23
APAC	India	24
EMEA	Spain	25
EMEA	Germany	26
APAC	Australia	27
EMEA	Ireland	28
EMEA	Italy	29
EMEA	Belgium	30

Source: Cushman & Wakefield

Source: Business Circle (2014). *High-value manufacturing - Malaysia's next frontier*. Retrieved June 18, 2017, from <http://www.businesscircle.com.my/high-value-manufacturing-malaysias-next-frontier/>

Bank Negara Malaysia 2014 indicates that the manufacturing industry had been growing moderately over the year and in the second quarter of 2014, the Malaysian economy had contributed 7.3%. The manufacturing sector had a faster growth that was impelled by the good performance of the electrical and extra demand of electronic cluster was improving (Wan, 2016). The immersed pressure on sustaining the manufacturing industry in Malaysia called for an investigation on the employees' well-being. The well-being of employees needed to take into account primarily so it resulting in positive work outcomes and assisting an organization to achieve its objectives (Hassana et al., 2016). The study will focus on the impact of taking account into the employees' well-being towards positive work outcomes by

the organization. Specifically, this study will emphasize on white collar employees in the manufacturing industries who are having executive positions. The reason is because professional employees are liable to stress and conflict in work life balance which will ultimately have a significant effect towards work outcomes which can be determined for the economic sustainability in Malaysia (Tin and Rashid, 2010).

## **1.2 Problem Statement**

According to Global Wellness Institute's research report "The Future of Wellness at Work" 2016, the health of world's 3.2 billion employees were deteriorating. Most of the employees are suffering from chronic diseases. They feel unsafe at work, unhappy, stressed, and even face economic insecurity. Those unwell workers face an enormous level of economic burden, almost 10 to 15% of global economic output in medical expenses and lost productivity. Estimation from Harvard School of Public Health and The World Economic Forum showed global economic output from 2011 to 2030 loss a projected cumulative \$47 trillion that was contributed by mental and chronic diseases. Human resource departments in most organization developed the wellness programs to assist employees' existing problems such as unhealthy habits, poor health and stress. In addition, employees may bring their personal issues and underlying poor health to the workplace, which contributes to unmotivated, unproductive and disengaged employees. Based on the estimation from International Labor Organization and World Health Organization, 4 to 6% of global GDP showed economic losses each year that caused by occupational diseases, related to work accidents and health issues. However, employee wellness and work can bring a mutually improving virtuous circle. When employees work at a healthy and balanced workplace, they bring energy, motivation, more focus, and productive. If the work environment is comfortable, it can be an ideal place to motivate and support employees in engaging wellness programs (Global Wellness Institute, 2016).

The example of employee' problems such as drug abuse, stress, alcohol abuse, family problems, substance abuse, financial problems, trauma, accidents and the list

still goes on. All these problems will have negative impacts on employee's job performance which directly can contribute towards financial loss to the organization (Monyakeni 2010). Besides, resources were spent by the supervisors to resolve the problems through disciplinary hearings rather than using those resources in increasing the organization's productivity, service delivery and financial benefits. It is presumed that when employee's well-being is taken care of, it automatically facilitates the productivity of an employee (Makgato, 2016).

The survey in National Small Business Association (2012) showed the result surprisingly the smallest organizations with less than 10 employees were more attached importance to their wellness and showed their competency to conduct a wellness program with full confidence than those larger organizations. The survey resulted that 48% of the smallest companies with less than 10 employees, revealed that the frequency of employee took sick leave is lower than those employees in larger companies. Besides, 57% showed that their employees work when they are sick, and this may appear as a positive. Furthermore, 37% of companies that have started their businesses not more than ten years, the result revealed that their productivity is low when employees on sick leave. In the midst of wellness and health problems, the employees of smaller companies were facing more stress, psychological issues, poor management of weight, alcoholic dependent or drug abuse (National Small Business Association, 2012).

Riley (2014) suggested that the weak organizational culture sometimes may occur when there is little alignment between the way things are done and the espoused values within the organization. This may lead to dissatisfaction of employee job satisfaction and inconsistent behavior within the organization which in returns, inconsistent customer experiences. It had been proven that a culture which promotes harmony and team work are able to create better positive work outcomes as compared to culture which presents itself to be hostile and competitive (Lee and Kamarul, 2009). According to Huang and Liu (2012), the more conducive organizational culture is, the stronger OCB positive behavior of employee. Therefore, organizational culture is important in organization to motivate employees. Employees who work in harmonious organizational culture will be happy and comfortable and lead to positive work motivation.

OCB is a discretionary behavior and it is not rewarded formally even though it is able to increase organizational performance. The mere fact that it is not rewarded makes it challenging for supervisors to encourage employees to perform this behavior and it is a form of behavior which is intrinsically motivated (Huang and Liu, 2012). This study will focus on the impact of employee wellness towards positive work outcomes which is OCB and affective commitment with supportive organizational culture as a mediator. It assumed that when employees wellness are taken care of by the organization it will automatically contribute towards employees who are in a better state of mind to exhibit positive work outcomes.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The general objective of conducting this study is to identify the employee wellness impact on organizational citizenship behavior (OCB) and affective commitment and supportive organizational culture as a mediator.

#### **1.3.2 Specific Objectives**

1. To determine the relationship between employee wellness and supportive organization culture.
2. To determine the relationship between supportive organization culture and organizational citizenship behavior (OCB).
3. To determine the relationship between supportive organization culture and affective commitment.
4. To determine whether supportive organizational culture mediate the relationship between employee wellness, organizational citizenship behavior and affective commitment.

## **1.4 Research Questions**

The primary reasons to conduct the research are for the purpose of answering the questions stated below:

1. Does employee wellness associate with supportive organization culture?
2. Does supportive organizational culture associate with organizational citizenship behavior (OCB)?
3. Does supportive organizational culture associate with affective commitment?
4. Does supportive organizational culture mediate the relationship between employee wellness, organizational citizenship behavior and affective commitment?

## **1.5 Hypotheses of the Study**

### **Hypothesis 1**

H<sub>0</sub>: There is no significant relationship between employee wellness and supportive organization culture.

H<sub>1</sub>: There is a significant relationship between employee wellness and supportive organization culture.

### **Hypothesis 2**

H<sub>0</sub>: There is no significant relationship between supportive organizational culture and organizational citizenship behavior.

H<sub>1</sub>: There is a significant relationship between supportive organizational culture and organizational citizenship behavior.

### **Hypothesis 3**

H<sub>0</sub>: There is no significant relationship between supportive organizational culture and affective commitment.

H<sub>1</sub>: There is a significant relationship between supportive organizational culture and affective commitment.



#### **Hypothesis 4**

H<sub>0</sub>: There is no mediating relationship between supportive organizational culture with employee wellness, organizational citizenship behavior and affective commitment.

H<sub>1</sub>: There is a mediating relationship between supportive organizational culture with employee wellness, organizational citizenship behavior and affective commitment.

### **1.6 Significance of the Study**

Employee wellness is essential to the future of work. In the future, work will be more adaptable, changeable, and collaborative and keep learning. Traditional modes and outdated work and management hierarchies will be replaced by new paradigms and organizational innovations. The organization requires employees to bring high levels of motivation, creativity and energy in order to create more values in the future. Employees in a good condition of mental, physical and emotional wellness are able to improve the qualities in work. Hence, workplace wellness are closely related to individual and organizational performance. It is important for organizations to cultivate, nourish and support the employee wellness in order to develop and survive (Global Wellness Institute, 2016).

Most organizations do not recognize the importance to conduct a beneficial and effective program with measured progress and results, as corporate wellness programs in Malaysia are still in early stage. According to founder and director of Healthpro Solutions Wong Yu Jin, only minority of Malaysian companies were aware that a health program or corporate wellness could be bring down their concerns, on employees state of well-being. According to Dynaforce International founder and Chairman Jimmie Lee, employer should inspire staff to take care of their health, with the support from colleagues and superiors. A proper analysis or evaluation in the starting agenda involved the health issued that faced by the employee, as every company was different. Therefore, it is important to identify

and issue on areas of priority such as mental health, stress management, obesity or smoking cessation (Workplace Wellness Assessment Malaysia, 2017).

For manufacturing organizations in Malaysia, the quality of work is influenced by the practices at the workplace. Especially, poor top management's work practices will drain on the productivity of employees and, thus, the quality of the work. Aside from continuous training, employees' commitment and loyalty need to be build up through organizational citizenship behaviors. Even so, organizations are difficult to create employees' loyalty given that workplaces are unsatisfied. Managers cannot restrict employees to quit the organization if the working circumstance is precarious. However, it is essential for organizations to commit to workforce in order to stay competitive and spirited. In consequence, it is important for organizations especially in the manufacturing industry build up and practice organizational citizenship behavior (The Manufacturing Sector in Malaysia, 2016).

Based on University of Montreal's study, the manufacturing industry seems to be creating distressed employees, which have a poor mental health. The poor mental health could influence their performance at the workplace. Employees usually spend on average 8 to 10 hours at the workplace. Some employees even spend almost 12 hours at the workplace. Employees work in manufacturing industry are stressful due to the noise and physical tension. Their level of productivity and performances will be affected when they felt insecure. In Malaysia, the manufacturing industry of textile is known for the chemical hazards due to dye. There are some cases of unconscionable noise from the weaving and ring spinning sections and exposure to cotton dust. These would vigorously influence the employees' health conditions. The manufacturing industries are being forced to innovate or cease (Chin et al., 2011).

In addition, there is a positive relationship between employee wellbeing and affective commitment. The management should concern the health, safety, and welfare of people engaged at work in order to have committed employees (Amponsah and Mensah, 2016). On the other hand, the social identity theory can describe the relationship between supportive organizational culture and affective commitment. This theory suggests that when employees feel the organization

appreciated and valued them, they will tend to be loyalty and stay within the organization. When an organization able to satisfy employees' requirements, thus a positive relationship with the organization can be created (Wahab et al., 2014).

## **1.7 Chapter Layout**

### Chapter 1: Introduction

Summary of the entire study is discussed in chapter one. An introduction of the research background will be presented where the problem and the existing gap are identified. Next will lead to the development of objectives, questions, and hypothesis of the research and also the importance of conducting this study.

### Chapter 2: Literature Review

The significance and the details of dependent and independent variables of the research will be stated clearly along with the applicable theoretical model which related to the research that has been carried out by other scholars. The conceptual framework will be formed based on research objectives and research questions to determine the validity of the theory formulated.

### Chapter 3: Methodology

The process of gathering data will be shown in this chapter. The ways to conduct the research, research instrument, collection of data, operational definitions of construct, sampling design, ways to process and analyze data will be provided.

### Chapter 4: Research Results

Chapter four will be presenting the overall result and finding from software named Statistical Package for the Social Sciences (SPSS) and Smart PLS 3 software. It will generate results by the data in the questionnaires that we gathered from target respondents. The results answered to the hypotheses discussed in the previous chapter whether they are acceptable or not.

## Chapter 5: Discussion and Conclusion

Chapter five is a summary that discuss the overall major findings of this research. It includes statistical analysis summary, major findings' discussion, practical implications, research project limitations and also suggestions or recommendations for further study. The overall research's conclusion will be given eventually.

### **1.8 Conclusion**

We have introduced our topic in research background and discussed the issues of the research. The objectives to conduct this research and the research questions are clearly stated in first chapter. Hypothesis of this study have been developed from the information gathered. Thus, readers will have a general idea on the entire topic. The first chapter will be linked to second chapter to conduct literature review by using secondary data from articles and also journals which had been carried out by few scholars as reference.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

In this chapter, literature review of study will be presented by reviewing independent variable, mediating variable, and each dependent variable. All sources and information are obtained through online which means secondary source such as journals, article, thesis, and online books.

First of all, it starts with the introduction, continue with the literature review of independent, dependent variables and mediating variable, review of theoretical models, proposed theoretical or conceptual framework, hypotheses development, and conclusion of chapter two.

### **2.1 Review of Literature**

#### **2.1.1 Employee Wellness**

Wellness is closely linked to an individual's lifestyle (Marches and Mujtaba 2014), which is the practice that aims to facilitate an individual's ability to adopt healthy behaviors, and ultimately achieving the best health such as a good balance of physical, social, emotional, spiritual, and intellectual health (Zhang, Kandampully and Choi, 2014). According to Ngeno and Muathe (2014), employee wellness programs refer to the sponsored services of an organization that is designed to support employees' understanding in their health risks and adopt the healthy behaviors to promote or maintain their good health. Dumond (2012) states that employee wellness program is consisted of health promotion programs, and wellness policy initiatives/interventions that is often used to support employees to achieve

their best condition. However, Himmelstein, Mungania, Waiganjo, and Kihoro (2016) argued that it is vital to develop a new and integrated concept of well-being at workplace. This is because most of the concepts have fields such as organizational consultancy, occupational safety and health services. Also, they are not brought from the company, the actions are remained fragmented and isolated which have no real connection to various daily activities of the workplace.

The purpose of employee wellness programs is to to change the employee health behaviors, prevent chronic diseases, reduced health risks and consequently, offset increasing healthcare costs (Merrill and LeCheminant, 2016). Physical activity, smoking cessation, and weight management are the programs that generally associated with the concept of wellness (Richemond, 2016). Muya et al., (2014) stated that employee wellness program is more than these three programs offering and Richemond (2016) who further explained that employee wellness programs were aimed to foster a wellness culture characterized by employee engagement and social networks that promote organizational citizenship, trust, high performance, and productivity.

Employee wellness programs can be tied with various types of employee supportive programs (Dumond, 2012). An integrated employee wellness management programs are comprised of fitness/exercise programs, employee assistance programs, behavioral health programs, disease management/prevention programs, health risk assessment, and disability management programs (Dumond, 2012; Lerner et al., 2013; Marschke and Mujtaba, 2014; Ngeno and Muathe, 2014). Besides, the chronic disease management such as HIV/AIDS program is also expanding to include addressing other related chronic illnesses (Ngeno and Muathe, 2014). Marschke and Mujtaba (2014) also further defined the components of employee wellness programs as consists of personal wellness profile, clinical prevention services, screenings or preventive care, telephonic wellness services, wellness education or communication, and work-life balance. Furthermore, Tuwai, Kamau and Kuria (2015) suggested that the

employee wellness programs is depending on the structure and culture of an organization and may include fitness programs, social activities, recreational opportunities, and programs that could enhance the development of intellectual and spiritual. Since wellness programs cover a wide perspective and not merely providing basic facilities, it is important to have the appropriate organization culture to support these programs.

The concept of workplace wellness has grown in popularity worldwide because most of the studies proved that it has a significant positive impact on both employees and employers (Abdullah and Lee, 2012; Mungania et al., 2016; Osilla, Van Busum, Schnyer, Larkin, Eibner and Mattke, 2012). Therefore, there will be a return on investment for employers (reduced employees' medical claims and organizational healthcare costs) and a return on value (increased corporate health awareness, employee satisfaction and morale, changing employee behavior, reduced absenteeism, turnover, disability and workers compensation claims) from the employee wellness (Marschke and Mujtaba, 2014). Therefore, the application of wellness not only reduces health care cost but in return shows evidently and increased return on investment on their profitability among employees coupled with intangible benefits such as positive work outcomes. There are some advantages of employee wellness programs for employees which are stress reduced, weight loss, and risk of chronic disease reduced, while the advantages of employee wellness programs for employers are employee retention increased, rates of illness and injuries decreased, employee absenteeism reduced, employee relations and morale improved, and productivity increased (Marschke and Mujtaba, 2014).

Research has shown that employees who participate in the wellness programs can significantly improve their health status and health-related behaviors (Ngeno and Muathe, 2014; Osilla et al., 2012). Researchers found that the implementation of wellness programs could also help in enhancing employees' job satisfaction (Abdullah and Lee, 2012; Richemond, 2016), motivation (Ngeno and Muathe, 2014), productivity (Richemond, 2016), performance (Mungania et al., 2016; Tuwai et al., 2015), and work/life

imbalance (Dumond, 2012) as well as result to a lower medical claim costs (Merrill and LeCheminant, 2016), healthcare costs (Marschke and Mujtaba, 2014; Osilla et al., 2012;), employees stress (Abdullah and Lee, 2012; Dumond, 2012), absenteeism (Abdullah and Lee, 2012; Ngeno and Muathe, 2014), and turnover (Dumond, 2012).

Dumond (2012) suggested that employee wellness program-based on behavioral intentions will mediate the relationship between attitudes towards the wellness programs and wellness program involvement. This statement supported by his studies, which demonstrated that the theory of reasoned action (TRA) provides theoretical support to why some employees choose to participate in a wellness program while others do not. Often employers will provide incentives to encourage employees to participate in the workplace wellness programs (Marschke and Mujtaba, 2014; Ngeno and Muathe, 2014; Osilla et al., 2012; Zhang et al., 2014) in order to show employees that the organization acknowledge and responsibility towards their health and wellness (Abdullah and Lee, 2012).

Richemond (2016) viewed that the wellness programs offered by management often fail because they did not involve the employees in designing the program that reflects the personal preferences of the employees. Merrill and LeCheminant (2016) suggested that a successful employee wellness program's characteristics should include a corporate wellness culture, programs adapted to employee needs, supportive company leadership, physical environment and participation-friendly corporate policy.



### **2.1.2 Organizational Citizenship Behavior**

Based on research (Vicki, 2014), organizational citizenship behavior (OCB) is known as voluntary individual behavior which is not directly recognized by the formal reward system in an organization. It can help to create a positive and productive work environment when employees are proactive in performing their daily contractual tasks. Vicki, (2014) stated that employees performing OCB can create the teamwork or cooperation among the employees in the workplace. OCB is a positive organizational behavior that may let each employee respect and help each other. Employees with high level of OCB have been known as 'valuable asset' because of their willingness to contribute to overall well-being of the organization. (Vicki, 2014).

Besides, Deww (2011) stated that OCB relates to a form of behavior where employees go the extra mile to keep customers happy even though that behavior is not constructed in their daily job descriptions. Deww (2011) also mentioned that OCB is not formally rewarded by company such as promotions or salary increments but it may be rewarded in some ways such as giving better performance appraisals. When employer realize that certain employees willing to help other colleagues who face difficulties in job without requesting for compensation or reward, it definitely will impress employer and cause the employer to give better performance appraisal for that employee.

It was stated that OCB not only is directed towards individuals, but also the organization. The example of OCB directed towards individuals is employee willingness to give up their own time in order to help other colleagues who face difficulties or work problems in job. Whereas, the example of OCB towards the organization is employees proactive behavior to offer useful ideas in order to improve the operation or functioning of organization, and also take some necessary actions to protect the

organization from some problems since they treat protecting organization as their obligation. (Barnes, Ghumman, and Scott, 2013)

On the other hand, employees who exhibit OCB within an organization is beneficial to organization. Exhibition of OCB in the workplace which means they will voluntarily do something that can help colleagues thereby improve the workplace morale and work conditions among colleagues, which can also lead to raise the productivity and profit for the employer (Vicki, 2014). In contrast, employees who exhibit OCB within an organization are also beneficial for themselves. Therefore, employees should always have OCB because it is not only beneficial the organization, but also beneficial themselves. (Deww, 2011)

Moreover, there are five dimensions of OCB, which are altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. (Paul, Bamel, and Garg, 2016; Sukhada and Meera. 2014)

Five dimensions of OCB:

1. First dimension is altruism. This dimension means voluntary or random act that help others without expectation of recognition, compensation or reward from receiving party. For example, employees with altruism will be willingness to help colleagues who face problems in the workplace and never ask them to compensate him/her. In other word, it also refers to member helping other members of the organization in their work thereby work will be done efficiently and effectiveness.
2. Second dimension is courtesy. It defined as gestures that can help to prevent interpersonal problems among colleagues or other people. For instance, employees should consult other colleagues and seek their opinions before making any decisions that would affect them, which means respect with the opinions of related party thereby make the decision by considering his/her feeling. Therefore, interpersonal problems among colleagues will not be destroyed since each employees know how to respect each other in the workplace.

3. Third dimension is civic virtue. It refers to employees involve constructively in the political process of the organization by open-heartedly expressing their opinions, attending meeting, and keep communicating with colleagues about the issues that organization should concern. Employees with civic virtue will be willing to participate actively in organization's events, concern about the life of organization, monitor organization's environment as well as select the best alternative for the organization.
4. Fourth dimension is conscientiousness. Employees with conscientiousness will think that they should behave themselves in the workplace. For instance, they always be punctual to work, and conserve the resource of organization, and also not taking extra break and simply claim overtime salary. Thus, employees with highly conscientious will need less supervision since they know what they should do and always obey the rules and regulations in the workplace.
5. Fifth dimension is sportsmanship which refers to employees always maintaining positive attitude and willing to tolerate those inevitable problems. They will tolerate those inevitable problems without complaining and always have the positive attitude even though facing difficulties in the workplace. If most of the employees have this kind of OCB dimension, it can help to relieve unnecessary stress of managers since employees with sportsmanship will tolerate problems occurred without complaining and disturbing the managers, and they also maintaining positive attitude to solve those problems.

### **2.1.3 Affective Commitment**

Organisational commitment refers to the level of someone's strength in identifying, being involved and obedient to organization (Demirbag et al., 2012). According to Meyer and Allen (1990), organizational commitment has been conceptualized and measured in various ways. There is a three-

component model of organisational commitment which are affective commitment, continuance commitment and normative commitment:

- i. Affective commitment(AC) refers to the employee's emotional attachment to, involvement in, and identification with the organization. Affection for job occurs when employees feel a strong emotional attachment to their works, job and organization. They will identify with the organization's values and goals, and faithfully want to be there.
- ii. Continuance commitment(CC) refers to employees will compare advantages of staying in organization with the costs that are associated with leaving the organisation. This commitment occurs when employees weigh up the gains and losses of leaving their organization. An employee may commit to his organization because of high perceived losses, such as monetary, professional or role-related skills, and social.
- iii. Normative commitment(NC) defined as employee's feeling of obligation to stay in organisation. Normative commitment occurs when employees feel a sense of obligation to stay, commit to and remain with their organization. They will feel that they should leave their organization, because it is the right thing to do.

Based on the research, Wahyudi et al. (2013) stated that organizational commitment relates to job satisfaction and performance. Organization achievement can be gained only with good performance of its employees. It means that employees tend to work hard if they can obtain satisfaction from their job. The satisfaction is the key to moral support, discipline, and work achievement of an employee in contributing to corporate objectives. For example, employees who have better performance in tasks tend to gain perceived benefits such as monetary rewards, offers, services etc. This not only beneficial to employees themselves, but also beneficial to the organization. Beneficial employees will have higher satisfaction and more committed to work and to the organization.

Affective commitment is chosen to be the dependent variable instead of another two components model of organizational commitment. This is due to affective commitment is very important for the organization success and its survival in industry (Alvi et al., 2014). Affective commitment refers to an employee's emotional attachment to, involvement in and identification with organization, which means any supportive organizational culture implemented by organization can affect affective commitment of employees towards organization thereby influence the organization success and survival. It can also influence personal characteristics, structural characteristics, and work experiences (Kumari and Afroz, 2013). Individual who has strong emotional commitment and loyalty towards his organization is willing to behave in certain models based on organization's perspective. The feeling of belongingness will motivate each individuals to contribute their best and boost their performance (Choi, Lim, and Tan, 2016).

Besides, Choi, Lim and Tan (2016) suggested that employees with high affective organizational commitment always feel that they are very comfortable to deal with other colleagues, co-workers, and other members within the organization. Employees feel they are treated fairly in terms of equity, so that they are willing to contribute and sacrifice for their organization. Employees with high affective commitment have better working performance and greater satisfaction.

On the contrary, Choi, Lim, and Tan (2016) suggested that employees with low affective organizational commitment will feel that they are very uncomfortable to deal with others in the organization. This is because employees think that they are not treated fairly, so they will have lower job involvement and lower satisfaction in the organization. Also, negative attitude, absenteeism and turnover intention occur when employees have lower affective commitment to their organization. Kalidass and Bahron (2015) mentioned that affective commitment has positive effect on turnover intention since the factor is considering the employees' emotional attachment with the organization.

Therefore, life satisfaction and affective organizational commitment are related but different constructs. Commitment, as a construct, is more global than the construct, life satisfaction. Kalidass and Bahron (2015) suggested that the life satisfaction has been plagued with emotional attachment to the employees of organizational commitment on a daily basis. Employees will be satisfied with their job when they have positive emotional attachment to organization..

### **2.1.4 Supportive Organizational Culture**

Based on research (Elvis, 2015), every organization has its own organizational culture, and its own way to implement it. Organizational culture affects the attitudes of all employees within the organizations, the decisions made and rewards being distributed (Robin, Virginia C., and Stephanie, 2013). Some organizational culture appears to be more supportive and it refers to a set of values, belief, assumptions, and practices that is implemented by employees within the organization. In general, supportive organizational culture refers to the flexibility of operational method used by organization to meet with the needs of employees, maintain human relationship and show caring to the employees. A supportive organization culture is also represented when it is able to make a career successful by incorporating work life balance and simultaneously having a harmonious atmosphere. (Sok, Blomme, and Tromp, 2014)

Sok et al., (2014) stated that supportive organizational culture is more internally oriented and more flexible towards the employees' needs, in which the flexibility might be increased and provides a harmonious work setting. In this situation, flexibility described as flexible work-family arrangements as such balancing the life of employees between work and family and also by helping out each other in the workplace. Mauno, Kiuru, and Kinnunen (2011) also stated that supportive organizational culture such as work-family culture plays an important role in an organization. Work-

family culture which is supportive in nature provides employees with shared assumptions, norms, beliefs, and values regarding the organization's values and supports the reconciliation of employees' working and after-working lives. When employees feel that the organization concerns to their values and needs as well as their work-family needs, they will be motivated and work harder for the organization. Past studies have suggested a significant relationship between supportive organizational culture and work attitudes of employees. (Mauno et al., 2011)

Supportive organizational culture can also decrease the conflict of work-family because organization is implementing some programs such as flextime, compressed work week, which creates a positive work setting (Fiksenbaum, 2013). This kind of program can help those employees in balancing between their work and family in result employees will experience less work-family conflict. In addition, employees will also be motivated to work harder to achieve the goals of organization thereby it creates a win-win situation in organization (Wayne, Casper, Matthews, and Allen, 2013).

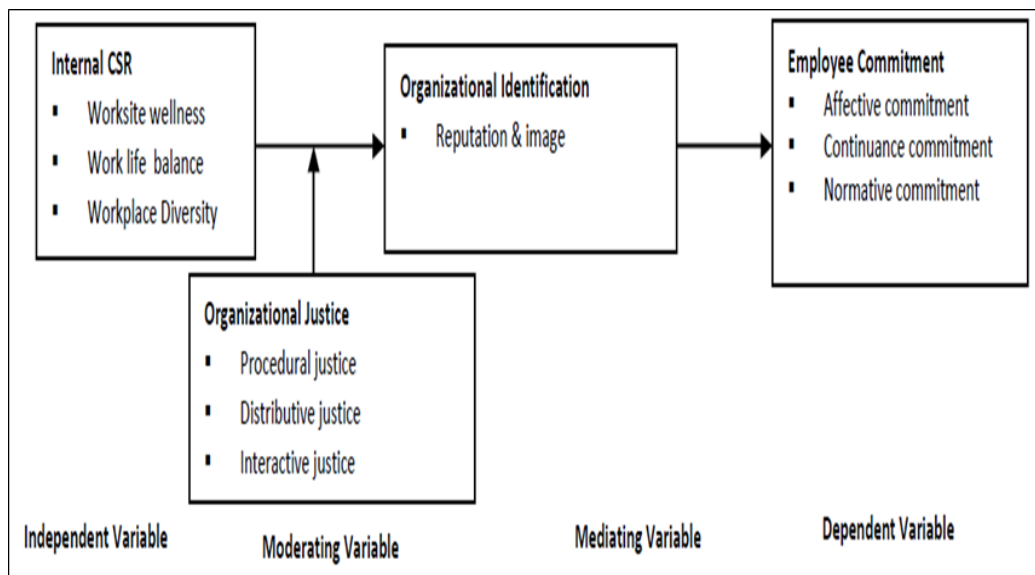
Elvis (2015) stated that supportive organizational culture is beneficial to the organization because this culture nurtures the motivation, commitment, solidarity, and identity of employees therefore increases the productivity and job satisfaction of employees. For example, employees will have higher level of organizational commitment and job satisfaction, lower intention to quit, and lower level of mental issues Francis, (2012). Thus, Francis (2012) stated that supportive organizational culture can create positive outcomes towards organization.

Nevertheless, Elvis, (2015) suggested the disadvantage of supportive organizational culture which it can lead to displacement of goals since supportive organizational culture is like training, supervisory support, as well as rewarding and compensation. Supportive organization might shift employees' attention from organization's goals to their personal gain because what attracted employees are just the reward and compensation

given by the organization instead of what organizational goal that should be achieved by the employees (Elvis, 2015).

## 2.2 Review of Relevant Theoretical Models

Figure 2.1: Model of Internal Corporate Social Responsibility Activities on Employees' Commitment



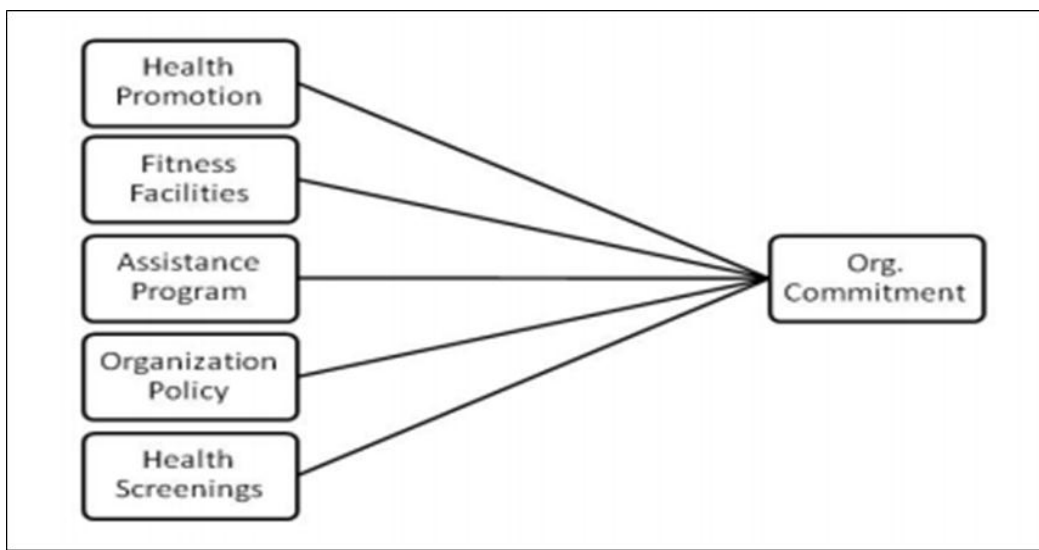
Adapted from: Mugesani, P.A., Gichuhi, A.W., & Gachunga, H. (2017). Role of Internal Corporate Social Responsibility Activities on Employees' Commitment in Firms Listed in the Nairobi Stock Exchange. *Strategic Journal of Business & Change Management*, 4(1).

This theoretical framework is adapted from Mugesani, Gichuhi and Gachunga (2017). This model shows the connection of Independent variables with dependent variables. Internal CSR activities as the independent variables involved worksite wellness, work life balance and workplace diversity while employee commitment as the dependent variables involved affective commitment, continuance commitment and normative commitment. The organizational justice involved procedural justice, distributive justice and interactive justice are moderating variables while the organizational identification involved reputation and image is mediating variable.



The study shown a positive linear relationship between internal CSR activities and employee commitment. The study shown organizational justice has a significant moderating effect on the relationship between internal CSR activities and employee commitment. The study also shown the organizational identification mediates the relationship between internal CSR activities and employee commitment.

Figure 2.2: Model of Wellness Programs and Employees' Organizational Commitment



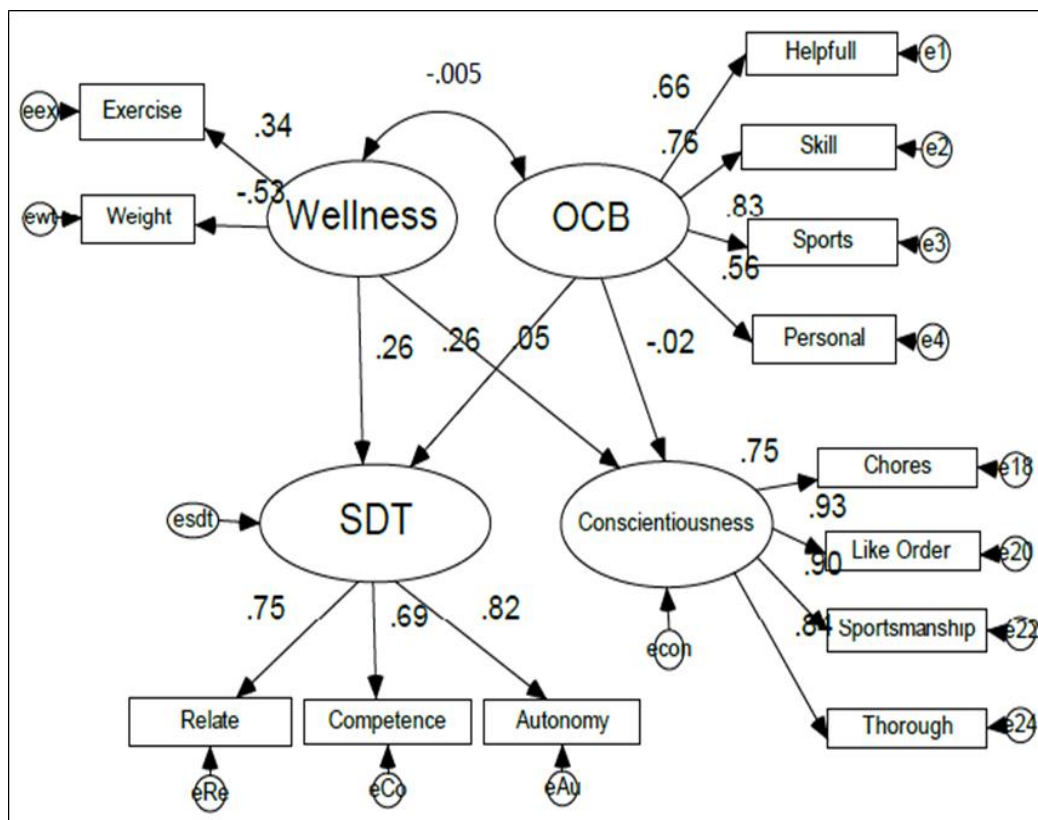
Adapted from: Wali, S.S., & Zahid, M. M. (2013). Wellness Programs and Employees' Organizational Commitment- Empirical Evidence from Pharmaceutical Setting. *Academic Research International*, 4(6), 470.

This theoretical framework is adapted from Wali and Zahid (2013). This model shows the wellness programs include health promotion, fitness facilities, assistance program, organizational policy and health screenings as independent variables while three components model of organizational commitment are affective commitment, continuance commitment and normative commitment as dependent variable.

The study shown a significant relationships between independent and dependent variables. The study shown the health promotion has the positive and largest effect on organizational commitment. Fitness facilities shown a significant relationship

with the organizational commitment. Assistance program has also shown a significant relationship with the organizational commitment. A positive relationship shown between organization policies and organizational commitment. The study also shown health screening has the significant relationship with the organizational commitment.

Figure 2.3: Model of the Relationship between Wellness Behavior Traits and Organizational Citizenship Behavior Traits

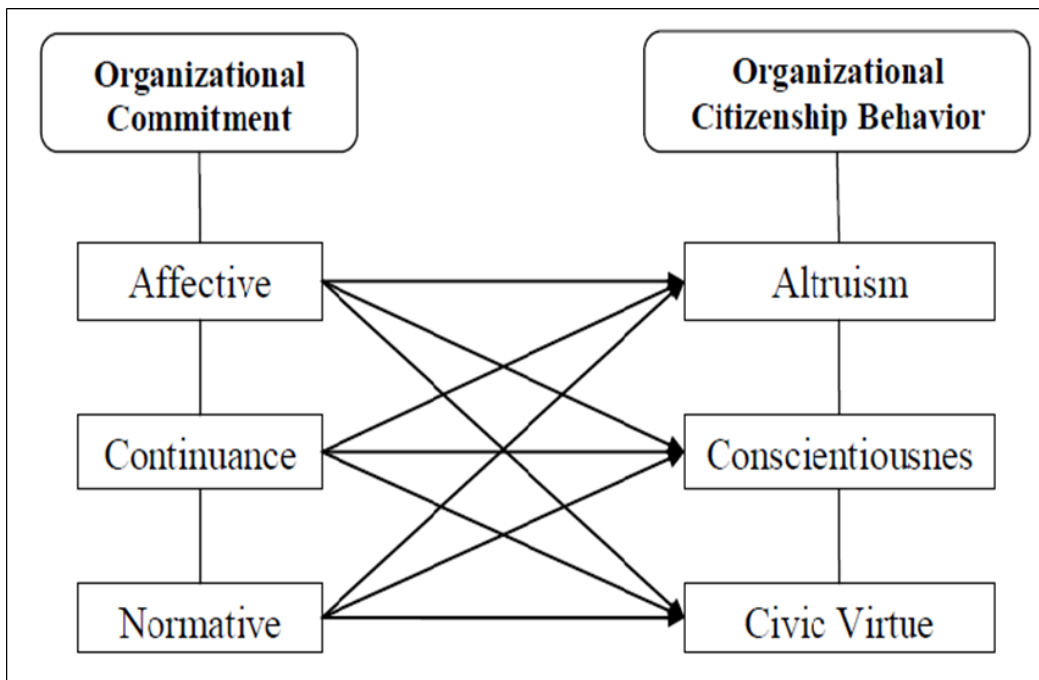


Adapted from: Brumfield, V. Y. (2014). The Relationship between Wellness Behavior Traits and Organizational Citizenship Behavior Traits. *Dissertations*, 262.

This theoretical framework is adapted from Brumfield (2014). The study is to examine the relationships between wellness behaviors and OCB. In this study, wellness behaviors and OCB are latent variables while self-determination theory (SDT), conscientiousness and demographics are observed variables. A series of confirmatory factor analysis (CFA) is used with each instrument individually and collectively examined the relationships between wellness behaviors and OCB.

The study shown wellness has a stronger relationship to SDT and conscientiousness than OCB. According to this study, there is no significant relationship between the latent variables, which means that wellness and OCB are not correlated.

Figure 2.4: Model of Role of Commitment in the Development of Employee's  
Citizenship Behavior



Adapted from: Muhammad, S. K. (2012). Role of Commitment in the Development of Employee's Citizenship Behaviour, Evidence from banking Sector of Pakistan. *International Journal of Business and Social Science*, 3(20).

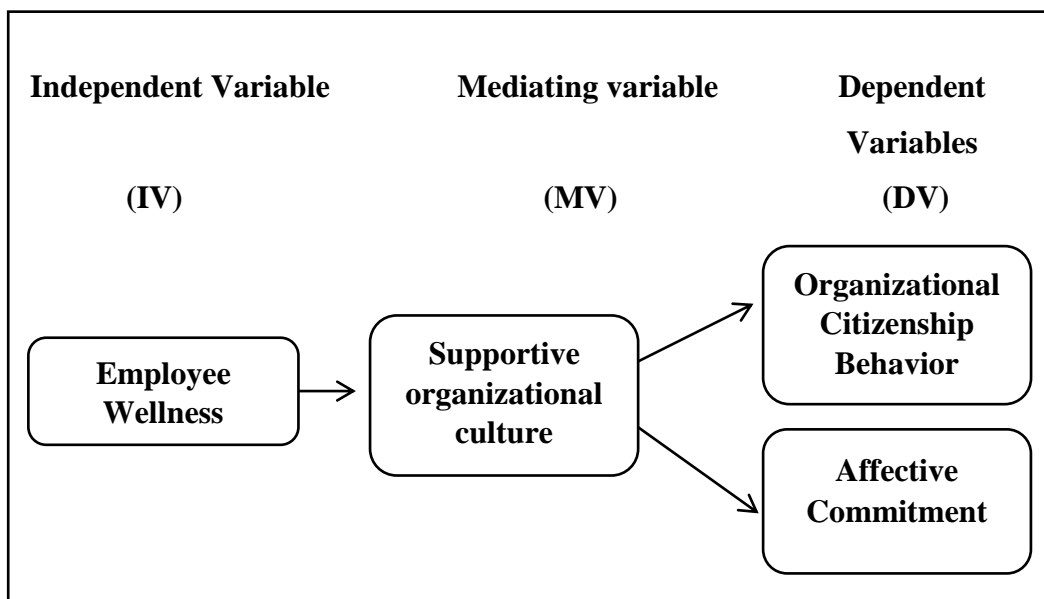
This theoretical framework is adapted from Muhammad (2012). The model shows organizational commitment includes affective, continuance and normative are independent variables while organization citizenship behavior include altruism, conscientiousness and civic virtue are dependent variables.

The study shown affective commitment is positively correlated with altruism, conscientiousness and civic virtue. The relationship between affective commitment and altruism is found to be stronger than other two dependent variables. The study also shown continuance commitment has a strong relationship with altruism as

compared with conscientiousness and civic virtue. Normative commitment is also shown a positive relationship with 3 dependent variables while the relationship between normative commitment and civic virtue is found to be stronger than other two dependent variables.

## 2.3 Proposed Theoretical / Conceptual Framework

Figure 2.5: Model of Proposed Theoretical Framework



Adapted from: Developed for this research

The theoretical framework is useful for providing a particular perspective when examine a topic. It shows the linkage between the independent variable (IV), mediating variable (MV), and dependent variables (DV) of a research study.

The theoretical framework above was formed after the research questions, objectives, and review of literature have been considered. This framework is focused on employee wellness, supportive organizational culture, and two independent variables which are organizational citizenship behavior (OCB) and affective commitment.

In other words, the supportive organizational culture would mediate the relationship between the employee wellness, OCB and affective commitment.

## **2.4 Hypotheses Development**

### **2.4.1 Employee Wellness and Supportive Organizational Culture**

Hoert (2014) had shown that there was a positive relationship between employee wellness and supportive organizational culture by determining the role of leadership support for employee wellness and organization health culture. Hoert (2014) stated in the findings result that high levels of leadership support for employee wellness will have a significant impact on organizational health culture. Hoert (2014) also found that a culture of health starts with leadership support for employee wellness and expands through a supportive organizational health culture. Besides, an increase in employees' perceptions of leadership support for employee wellness and organizational health environment will increase the participation of employees in the wellness programs and contributed contributes to positive work outcomes. Moreover, Hoert (2014) also supported that leadership support for employee wellness is the key factor to create a supportive organizational health culture. This past findings indicates that predominately employee wellness has a significant effect on work outcomes of the employees provided that a supportive organizationl culture is incorporated through the support of leadership and organizational work setting.

Kwon (2013) also proved that a positive relationship between employee wellness and supportive organizational culture do exist. Kwon (2013) stated that supportive organizational culture was used to support the employee wellness and was also act as a driver to achieve the employee-based brand equity. At this point, employee-based brand equity here is referred to employees' role clarity, commitment, and knowledge toward the organization. Kwon (2013) stated that although the supportive organizational culture was used to support the employee wellness and

enhance internal brand equity of employee but it may not directly gain the discretionary behaviors of employees which prompts us to study this in a different context.

Moreover, Huddleston, Fry and Brown (2012) also supported that there was significant connection between employee wellness and supportive organizational culture. They found that company cannot simply provide employee wellness center but also needs to establish a supportive environment within the corporate wellness center to let employees feel a sense of being valued by their company to increase their involvement in wellness activities. In order to create a supportive organization culture and environment, employer often used the rewards and incentives to encourage the participation of employee in the wellness programs (Osilla et al., 2012). In addition, employers also used the wellness policy initiatives and interventions to enhance the awareness of employer and employees to create a supportive organization culture and environment (Chen, Huang, Chang, Chang, and Chuang, 2016).

Most of the studies were done in examining the relationship between the employee wellness and supportive organizational culture, but in our research we will specify the scope of study to examine the connection between the employee wellness and supportive organizational culture.

Hence, we proposed the hypotheses as follow.

H0: Employee wellness is not associated with supportive organization culture.

H1: Employee wellness is associated with supportive organization culture.

### **2.4.2 Supportive Organizational Culture and Organizational Citizenship Behavior**

Based on research (Ghashghaeinia and Hafezi, 2015), there was positive relationship between supportive organizational culture and organizational citizenship behavior. Supportive organizational culture is an impressive factors to exhibit organizational citizenship behaviors by employees. This is due to supportive organizational culture can be the stimulus to increase productivity of employees and thus reinforce the organizational citizenship behavior of employees. Ghashghaeinia and Hafezi (2015) also stated that exhibition of organizational citizenship behavior in those profit institutions could lead to increased profit which affected the country's economy in large level.

Sarafraz and Amin (2015) stated that supportive organizational culture could help an organization in achieving its goals since doing anything with knowledge of organization culture can make the work be done in an appropriate way. When employees working in a company with supportive organizational culture, they will be more concerned to values and organizational goals thereby organizational citizenship behavior will be created unconsciously. Employees pay more attention to organizational culture will increase the possibility of employees to perform organizational citizenship behavior. In addition, Sarafraz and Amin (2015) suggested that supportive organizational culture can influence different ways citizenship behavior of employees and many leaders are trying to make this behavior as cultural of organization. Hence, there is a relationship between supportive organizational culture and organizational citizenship behavior. (Sarafraz and Amin, 2015)

According to the research (Tarek, Cecilia, and Magdy, 2016), supportive organizational culture and organizational citizenship behavior are associated in a positive manner. It stated that supportive organizational cultures could encourage organizational citizenship behavior and manage

individual acts of employees in an organization. Based on research (Nistelrooij, 2016), supportive organizational culture such as work-home culture can affect willingness of employee to exhibit organizational citizenship behavior. Work-home culture defined as shared assumptions, values, and belief regarding to the support of organization and importance of work and family lives. In addition, social exchange theory can explain the relationship between work-home culture and organizational citizenship behavior. Nistelrooij (2016) stated that social exchange could be defined as exchange of activity regardless tangible or intangible between at least two employees. On the other hand, employees perceive support from their colleagues and organization, they will tend to engage in mutual activities which shows the behavior such as helping colleagues with difficulties (Nistelrooij, 2016). In other words, employees willing to perform organizational citizenship behavior when work-home culture is implemented in the organization. Therefore, there is relationship between supportive organizational culture and organizational citizenship behavior.

Not many research was done in examine the relationship between supportive organizational culture and organizational citizenship behavior. Therefore, we will specify the scope of study to examine the connection between supportive organizational culture and organizational citizenship behavior.

Hence, we proposed the hypotheses as follow:

H0: Supportive organizational culture is not associated with organizational citizenship behavior.

H2: Supportive organizational culture is associated with organizational citizenship behavior.



### **2.4.3 Supportive Organizational Culture and Affective Commitment**

Chang, Chin, and Ye (2014) examined the effects of a supportive organizational culture on the affective commitment of employees. The result had shown career expectations mediated the the impact of supportive organizational culture on affective commitment. Meanwhile, the supportive organizational culture not only important in improving employees' career expectations but also important in reducing work-life conflicts. Other than that, impact of the career perception would be slightly stronger than reduction of current work-life conflicts thereby enhancing their commitment to the company.

Other than that, Alvi et al (2014) found that supportive organizational culture and bureaucratic organizational culture have significant effect on employee commitment and job satisfaction. While innovative organizational culture will not affect or have no relationship with employee job satisfaction and commitment. They also recommended that employee commitment is very important for the organization success and it's survival in industry. This is due to when employee positively affective committed with his or her organization, they will tend to be loyal with the organization.

Research from Allard, Haas, and Hwang (2011) had shown the participants which are employees will involve in work–family conflict as long as the family-supportive organizational culture is not well-developed in organization. When family-supportive organizational culture implemented in organization, employees are likely to be better able to combine work and family thereby improve affective commitment towards organization. However, the culture in the examined companies have norms that separate work and family from each other. In addition, greater availability of work–family support policies was associated with higher FSOP and that, in turn, related to more positive attitudes. Policy use partially related to work

attitudes through reduced work-to-family conflict (Butts, Casper, and Yang, 2012).

Besides, Cui and Hu (2012) suggested that a bureaucratic working environment often results in negative employee commitment, whereas, a supportive organizational culture such as supportive working environment results in greater employee commitment and involvement to organization.

Hence, we proposed the hypotheses to be tested as follow:

H<sub>0</sub>: Supportive organizational culture is not associated with affective commitment.

H<sub>3</sub>: Supportive organizational culture is associated with affective commitment.

#### **2.4.4 The Relationship of Supportive Organizational Culture, Employee Wellness, Organizational Citizenship Behavior and Affective Commitment**

Research of Hoert (2014) had shown there was a positive relationship between employee wellness and supportive organizational culture by determining the role of leadership support for employee wellness and organization health culture. Hoert (2014) also supported that supportive organizational culture through leadership support for employee wellness is the key factor to create positive work outcomes. Kwon (2013) also proved that a positive relationship between employee wellness and supportive organizational culture. Kwon (2013) stated that supportive organizational health culture was used to support the employee wellness and was also act as a driver to achieve the employee-based brand equity.

Besides, Huddleston, Fry and Brown (2012) also supported that there was significant connection between employee wellness and supportive

organizational culture. Employers also used the wellness policy initiatives and interventions to enhance the awareness of employer and employees to create a supportive organization health culture and environment (Chen, Huang, Chang, Chang, and Chuang, 2016).

Research of Ghashghaeinia and Hafezi (2015) had shown there was a positive relationship between supportive organizational culture and organizational citizenship behavior. This is due to supportive organizational culture can be the stimulus to increase productivity of employees that this matter is to create and reinforce the organizational citizenship behavior of employees. Also, Sarafraz and Amin (2015) stated that supportive organizational culture can help an organization in achieving its goals since doing anything with knowledge of organization culture can make the work be done in an appropriate way. They stated that employees pay more attention to organizational culture will increase the possibility of employees to perform organizational citizenship behavior.

According to the research of Tarek, Cecilia and Magdy (2016), supportive organizational culture and organizational citizenship behavior are associated in positive way. It stated that supportive organizational cultures can encourage organizational citizenship behavior and manage individual acts of employees in an organization. Nistelrooij (2016) also stated that supportive organizational culture such as work-home culture can affect willingness of employee to exhibit organizational citizenship behavior.

The result had shown career expectations mediated the effect of an supportive organizational culture on affective commitment (Chang, Chin and Ye, 2014). Wayne, Casper, Matthews, and Allen (2013) further emphasized that an supportive organisational culture enhances employees emotional attachment towards the organization.

Past studies indicated the association of employee wellness towards positive work outcomes but there seems to be a lack in empirical evidence suggesting supportive organizational culture as a variable in enhancing this effect. The

literatures above indicated a direct linkage of the proposed variable leaving a gap on the mediating effect of a specific variable taking effect thus supportive organisational culture which was proposed to study its mediating effect on the chosen variable as our contribution towards this study.

Thus the proposed hypothesis are:

H<sub>0</sub>: Supportive organizational culture does not mediate the relationship between employee wellness, organizational citizenship behavior and affective commitment.

H<sub>4</sub>: Supportive organizational culture mediates the relationship between employee wellness, organizational citizenship behavior and affective commitment.

## **2.5 Conclusion**

Literature provided are used to support on the employee wellness (independent variable), supportive organizational culture (mediating variable), organizational citizenship behavior and affective commitment (dependent variables). The foundation of literature review had helped us in developing the theoretical framework and had carried forward to the hypothesis development. In the following chapter we will further explain for research methodology on research design conducted, techniques to collect data and techniques to do data analysis.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.0 Introduction**

The methodology of the research will be explained throughout this chapter. Chapter three presents the research methodology where progress of the research will be explained in detail including research design, methods of data collections, sampling design (population and respondents we target on, sampling techniques use), research instruments, measurement of scale for hypothesis, and lastly data processing and as well as analysis test.

### **3.1 Research Design**

A planned procedure is used to collect and analyze the information (variables) will be designed for this research which is formally called as research design (Sekaran and Bougie, 2010). Research method is categorized as qualitative and quantitative research. Generally, data of qualitative research were collected through interviews or observations unlike data of quantitative are obtained through questionnaire.

This research achieved the objective through empirical assessment which involved numerical measurement and statistical analysis. Quantitative research is an effective method by using questionnaire to understand how employee wellness impacted positive work outcomes towards the organization.

Exploratory research is appropriate when new ideas need to be explored or ambiguous situation are faced with not much information available on past researches. This research is called for exploratory researches due to past researches are conducted on testing employee wellness as dependent variable popularly such as in (Dumond, 2012; Marschke and Mujtaba, 2014; Ngeno and Muathe, 2014) while we are testing it as independent variable.

## **3.2 Data Collection Methods**

The sources of where the researchers gathered or obtained information is data collection method. In order to reach wider information and sources area, we used primary and also secondary data.

### **3.2.1 Primary Data**

Information that researcher acquired first-hand related to the variables that are being tested in a study for specific purpose are primary data. Methods of gathering information are obtained through interviews, administered questionnaires, or observation. We use questionnaire to obtain the information from the respondents.

According to Sekaran and Bougie (2010), questionnaire is a preset of written questions to which then is distributed to the respondent, the respondent will record their answer within closely defined alternatives. Questionnaires are most efficient data collection method because we can easily measure the variables based on the preset questionnaire. In this research we choose to distribute questionnaire to collect information to test the hypothesis as stated in early part. Questionnaires were designed with Google Forms and distributed via company e-mail to respondents.

### **3.2.2 Secondary Data**

If we obtain information from the sources that already existed as defined in Sekaran and Bougie (2010) is secondary data. Existing data refers to journals, articles, books, magazines, internet and etc. Secondary data are commonly used and treated as convenience, faster and inexpensive way to compare to primary data. Moreover search engine (Google, Baidu and Yahoo) and online database provided by Universiti Tunku Abdul Rahman

(EBSCOhost, JSTOR, ProQuest) are providing us much more convenience to search for journals, articles and thesis online.

Secondary data will assist the study in providing information on past literatures done on the variables that are being studied here to give us a basic foundation in exploring further the contribution that we can make for past literatures.

### **3.3 Sampling Design**

#### **3.3.1 Target Population**

The target sample for this study will be manufacturing industry thus we have focused this study on one manufacturing company in Penang, Malaysia. Our respondents are white collar workers who held positions such as executive and management level.

#### **3.3.2 Sampling Frame and Sampling Location**

Sampling frame is a representation where the sample is drawn from the target population (Sekaran and Bougie, 2010). The sampling locations for our research are mainly targeting manufacturing companies located in Penang and our study focused on one manufacturing company. There are two hundred white collar employees in the year of 2017 in this company. The number of employees report on above was retrieved from the human resources management (HRM) of the selected manufacturing company.

### **3.3.3 Sampling Elements**

Sampling elements is a sampling method whereby every group of respondent has equal chance of being selected to be included in the research sample (Sekaran and Bougie, 2010). The respondents taking part in this survey are the white collar employees of the selected manufacturing company in Penang.

### **3.3.4 Sampling Technique**

Sampling technique that is used in this research is probability sampling technique. In probability sampling, the elements in the population have some known and predetermined probability of being selected as sample subjects. Probability sampling can be either unrestricted (simple random sampling) or restricted (complex probability sampling) (Sekaran and Bougie, 2010). We have chosen the probability sampling technique as the sampling technique in our research.

In simple random sampling, each element in the population has known and equal chance of being selected as a sample subject. By using this technique, 136 respondents are selected as samples in this research. There are a total of 136 sets of questionnaires are distributed to respondents by using online Google form. It is an easier and convenient way to collect the result from respondents.

### **3.3.5 Sampling Size**

Sample size is the number of elements to be involved in the research study (Sekaran and Bougie, 2010). The total size of the sample used in this research is minimum 132 respondents from all the white collar employees in the selected manufacturing company. The sample size is based on the



target population and then only determines the sample size. The sample size that draws from the targeted population is obtained by adapting Krejcie and Morgan's (1970) table for determining sample size of a known population.

The population of executive level employees in selected manufacturing company are two hundred. This information was retrieved from the Human Resources department. According to the table 3.1, a population of two hundred requires 132 minimum sample size.

Table 3.1: Determining sample size

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is population size, S is sample size

Sources: Krejcie, R. V. & Morgan, D. W. (1970). Determining sample size for research. Retrieved from <http://www.kenpro.org/sample-size-determination-using-krejcie-and-morgan-table/>

### **3.4 Research instrument**

We have chosen the questionnaire survey as the research instrument for our research due to its advantages of less time consuming, less costly, convenient, and easier to use.

#### **3.4.1 Questionnaire Design**

The questionnaire design was derived and modified from the previous research studies. The questionnaires consist of 51 questions and divided into two parts, Part A and Part B. There are 7 questions in Part A that is designed to obtain the information about the demographic characteristic of the respondents such as age, gender, working experiences, and so on.

In Part B, there are 44 statements that are set according to the variables in our theoretical framework which are related to the employee wellness, supportive organizational culture, organizational citizenship behavior (OCB), and affective commitment. In this part, we used the five-point Likert scale ranged from “strongly disagree” to “strongly agree” to investigate respondents’ degree of relation agreement to the statements in the questionnaires.

#### **3.4.2 Reliability Test – Pilot Test**

A pilot study was conducted to evaluate the readability of the instrument and the amount of time required to complete the modified questionnaire survey (Hoert, 2014). In pilot study, we have distributed the questionnaires by using online Google form randomly to 30 respondents in the selected manufacturing company in Penang to ensure the reliability and validity of our questionnaire survey. Then, the pilot test is conducted for data collected

by using the statistical analysis, Statistical Package for the Social Sciences (SPSS) to determine the reliability of our questionnaire.

The primary purpose of conducting the pilot test before reach to our target population was to detect any error that exist and then do amendments, in order to achieve a higher level of reliability results for our questionnaire survey.

Table 3.2: Cronbach's Alpha Coefficient of pilot test

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Sum of Items</b>
Employee Wellness	0.627	10
Supportive Organizational Culture	0.862	6
Organizational Citizenship Behavior (OCB)	0.741	20
Affective Commitment	0.756	8

Sources: Developed for this research.

Table 3.3: Rule about Cronbach's Alpha Coefficient

<b>Coefficient Alpha (<math>\alpha</math>)</b>	<b>Reliability</b>
0.80 to 0.95	Very Good
0.70 to 0.80	Good
0.60 to 0.70	Fair
< 0.60	Poor

### **3.5 Constructs Measurement**

Sekaran and Bougie (2010) defined scale as the tool or mechanism used to differentiate variables from one and another to the study.

### 3.5.1 Scale Definitions

#### 3.5.1.1 Nominal Scale

According to Sekaran and Bougie, (2010), a nominal scale is one of the scales that allow the researchers to categorize subjects (respondents) to certain categories or groups. Nominal scale is scales that classify individuals or objects into mutually exclusive and collectively exhaustive groups, categorical information on the variable of interest, and offers basic. The main purpose of the scale is to help the researcher to categorize the value of an object. For example, the respondent’s gender can be classified into two groups which are female and male. It can use code numbers 1 and 2 to assign these two groups, where 1 represent “Female” and 2 represent “Male”. Furthermore, the researchers able to assign the code with no intrinsic value, simple and convenient with these numbers. There are some of the questions in Section A are designed by using nominal scale; question 2 (Gender), question 6 (Ethnicity) and question 7 (Job Tenure).

Table 3.4 Examples of Nominal Scale in Section A

Gender	<input type="checkbox"/>	Male	<input type="checkbox"/>	Female
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Source: Developed for the research

#### 3.5.1.2 Ordinal Scale

Based on Sekaran and Bougie, (2010), ordinal scale described questions in sequence and denotes the differences among the various categories, it also rank orders the categories in significant way. The ordinal scale also can help the researcher to verify the percentage of respondents who consider interaction with others. Besides, ordinal scale provides more useful information than the nominal scale. However, the ordinal scale does not

giving any expression of dimension of the differences among the ranks. In Section A of questionnaire, question 1 (Age), question 3 (Working Experience), question 4 (Highest Academic Qualification), and question 5 (Gross Monthly Salary) are considered as ordinal scale.

Table 3.5 Example of Ordinal Scale in Section A

Highest Academic Qualification	<input type="checkbox"/>	Bachelor	<input type="checkbox"/>	Masters	<input type="checkbox"/>	Phd /DBA/ Ed. D/ D. Phil
	<input type="checkbox"/>	Professional (specify) e.g LLB, ACCA				

Source: Developed for the research

### 3.5.1.3 Interval Scale

According to (Sekaran and Bougie, 2010), an interval scale is a scale that not only arranges objects, people or places according to their magnitude in a certain order, but also distinguishes this ordered arrangement in units of equal intervals. It is useful in computing the means and standard deviation of the respondent on tested variables. An interval scale does not have a true zero. Interval scale is carried out by using the Likert-scale. It divided into five options and each option has a label. A common form is an assertion, with which the person may agree or disagree to varying degrees. The purpose is to determine how strong the level of agreement of respondents on the statement of a five-point scale, for example the questions in Section B.

Table 3.6 Examples of Five Likert Rating Scale in Section B

No	The following words describes my wellness	SD	D	N	A	SA
1	I engage in exercises such as jogging, swimming, brisk walking, cycling, etc.	1	2	3	4	5

Source: Developed for the research

### 3.5.2 Origins of Constructs (Questionnaire)

Table 3.7 The Origins of Constructs of measurement in the research

Questions	Sources	No. of Item
Demographic	Developed by the researcher	7
Employee Wellness	M.M Sulphey, The Indian Journal of Industrial Relations, VOI 49, No 4, 2014	10
Supportive Organizational Culture	Yiing,L.H and Zaman, K & Ahmad,B.(2009): the moderating effects of organisation culture on the relationships between organisaiotn commitment, job satisfaction and performance. Leadership and Organization Development Journal, 30(1),53-86	6
Organizational Citizenship Behavior (OCB)	Asgari a. silong, A.D Ahmad, A. & Abu Samah,B.(2008). the relationship between transformational leadership behaviours, organisation justice, leader member exchange, perceived organisational support , trust in management and	20

	OCB. Euro Journals Publishing, 23, 227-242	
Affective Commitment	Allen, J.P., Meyer, N.J., & Smith. (1993). Commitment to organisation and occupations, extensions and test of a three component conceptualization, Journal of Applied Psychology, 78, 538-51	8

Table 3.8 Categories of Questionnaire

Variables	Construct Measurement
Employee Wellness	<ol style="list-style-type: none"> <li>1. I engage in exercises such as jogging, swimming, brisk walking, cycling, etc.</li> <li>2. I participate in physical activities such as badminton, tennis, bowling, cricket, aerobics or gardening.</li> <li>3. I maintain a healthy weight, avoiding overweight and underweight.</li> <li>4. I include a variety of fruits and vegetables in my diet.</li> <li>5. I limit the amount of fat and cholesterol in my diet.</li> <li>6. I have close friends, relatives or others with whom I talk about personal matters and call on for help when needed.</li> <li>7. I participate in community activities and/or hobbies that I enjoy.</li> <li>8. I get recommended age-appropriate medical screening tests such as blood pressure, cholesterol checks, dental exams, etc.</li> <li>9. I use tobacco/ tobacco related products.</li> </ol>

	10. I do not use alcohol as a way of handling stressful situations or problems in my life.
Supportive Organizational Culture	<ol style="list-style-type: none"> <li>1. Encouraging (Supportive)</li> <li>2. Sociable (Supportive)</li> <li>3. Personal Freedom (Supportive)</li> <li>4. Equitable ((Supportive)</li> <li>5. Safe (Supportive)</li> <li>6. Trusting (Supportive)</li> </ol>
Organizational Citizenship Behavior (OCB)	<ol style="list-style-type: none"> <li>1. He/She helps others with heavy workload.</li> <li>2. He/She helps other who has been absent.</li> <li>3. He/She willingly gives his/her time to help others who have work related problems.</li> <li>4. He/She helps orient new people even though it is not required.</li> <li>5. He/She consults with me or other individuals who might be affected by his/her actions or decisions.</li> <li>6. He/She does not abuse the rights of others.</li> <li>7. He/She takes steps to prevent problems with other workers.</li> <li>8. He/She informs me before taking any important actions.</li> <li>9. He/She consumes a lot of time complaining about trivial matters.</li> <li>10. He/She tends to make 'mountains out of molehills'( makes problems bigger than they are ).</li> <li>11. He/She constantly talks about wanting to quit his/her job.</li> <li>12. He/She always focuses on what's wrong with his/her situation, rather than the positive side of it.</li> <li>13. He/She is always punctual.</li> </ol>



	<p>14. He/She never takes long lunches or breaks.</p> <p>15. He/She does not take extra breaks.</p> <p>16. He/She obeys company rules, regulations and procedures even when no one is watching.</p> <p>17. He/She keeps abreast of changes in the organization.</p> <p>18. He/She attends functions that are not required, but that help the company image.</p> <p>19. He/She attends and participates in meetings regarding the organization.</p> <p>20. He/She 'keeps up' with developments in the company.</p>
<p>Affective Commitment</p>	<p>1. I would be happy to spend the rest of my career with this organization.</p> <p>2. I enjoy discussing my organization with people outside.</p> <p>3. I really feel as if this organization's problems are my own.</p> <p>4. I think that I could easily become as attached to another organization as I am to this one.</p> <p>5. I do feel like part of the family at my organization.</p> <p>6. I do not feel emotionally attached to this organization.</p> <p>7. This organization has a great deal of personal meaning to me.</p> <p>8. I do not feel a strong sense of belonging to my organization.</p>

## **3.6 Data Processing**

Data processing is an important process of converting raw data into information. The data processing involves several steps which are data checking, data editing, data coding, data transcribing and data cleaning. The objective of information processing is to ensure the accuracy of data and the quality of data with less error.

### **3.6.1 Data Checking**

Data checking is an important process that researchers have to ensure the data in optimal quality levels and it is the first step of the data processing. Checking is the necessary step that enable the researchers to make amendment or correction on questionnaire before the questionnaire is completely conducted. Researchers can detect the error and problems during the pilot testing. Researchers will make correction or amendment on questionnaire if the result of pilot test is unreliable. Questionnaire that needs to be making correction or amendment will lead to unreliable coefficient.

### **3.6.2 Data Editing**

Data editing is the second step of the data processing and it involves of identifying the problems in the questionnaire returned by respondents such as ambiguities, omissions, ineligible respondents, inconsistent responses, and missing data. Researchers have to make adjustment on the questionnaire if the error is found or eliminate the questionnaire if more than one question is uncompleted. Researchers have to ensure that all the problems have been clarified before starting with the analysis.

### 3.6.3 Data Coding

After data checking and editing process, the next step is data coding which involves categorizing a number to the participants' responses so they can be entered into a database (Sekaran and Bougie, 2010). Before the statistical techniques can be launched, responses must be assigned with numeric code or symbol so that it is easy to key in database.

Table 3.9 Labels and Coding assigned to the Respondent's Demographic Profile (Section A)

<b>Question No.</b>	<b>Label</b>	<b>Code*</b>
1.	Age Group	1 as Less than 25 years old 2 as Between 25 and 34 years old 3 as Between 35 and 44 years old 4 as Between 45 and 54 years old 5 as 55 years old and above 99 as Missing Data
2.	Gender Group	1 as Male 2 as Female 99 as Missing Data
3.	Working Experience	1 as Less than 1 years 2 as 1- 3 years 3 as 4- 6 years 4 as 7- 9 years 5 as 10 years and above 99 as Missing Data
4.	Highest Academic Qualification	1 as Bachelor 2 as Masters

		<p>3 as PHD/ DBA/ Ed. D/ D. Phil</p> <p>4 as Professional (specify) e.g. LLB, ACCA</p> <p>99 as Missing Data</p>
5.	Gross Monthly Salary	<p>1 as Less than RM4,000</p> <p>2 as Between RM4,000- RM7,000</p> <p>3 as Between RM7,001- RM10,000</p> <p>4 as Between RM10,001- RM13,000</p> <p>5 as Above RM13,001</p> <p>99 as Missing Data</p>
6.	Ethnicity	<p>1 as Malay</p> <p>2 as Chinese</p> <p>3 as Indian</p> <p>4 as Others (specify)</p> <p>99 as Missing Data</p>
7.	Job Tenure	<p>1 as Permanent</p> <p>2 as Contract</p> <p>99 as Missing Data</p>

Note: Code\* is the number assigned to respondent's response. "99" indicates the missing data (does not giving any response on the statement or miss out) for the respondent's response.

Sources: Developed for this research

Table 3.10 Label and Coding assigned to Employee Wellness, Supportive Organizational Culture, Organizational Citizenship Behavior, and Affective Commitment (section B)

<b>Question No.</b>	<b>Label</b>	<b>Code*</b>
44 questions	Independent Variable: <ul style="list-style-type: none"> <li>• Employee Wellness</li> </ul> Mediating Variable: <ul style="list-style-type: none"> <li>• Supportive Organizational Culture</li> </ul> Dependent Variables: <ul style="list-style-type: none"> <li>• Organizational Citizenship Behavior</li> <li>• Affective Commitment</li> </ul>	1 as Strongly Disagree 2 as Disagree 3 as Neutral 4 as Agree 5 as Strongly Agree 99 as Missing Data

Note: Code\* is the number assigned to respondent's response. "99" indicates the missing data (does not giving any response on the statement or miss out) for the respondent's response.

Sources: Developed for this research

### **3.6.4 Data Transcribing**

The next step is data transcribing. With the help of Statistical Package for the Social Sciences (SPSS) software, the encoded data will be transcribed into our own laptop and execute statistical analysis. SPSS is a software package used in statistical analysis of data. In the beginning, SPSS software was meant for the social sciences, and has become famous in the other fields such as health sciences and especially in marketing, market research and data mining (Techopedia, 2017).

### **3.6.5 Data Cleaning**

The last step of data processing is data cleaning which involves checking missing data and examining data. It helps to identify the data entry that are inconsistent and unreasonable. The missing data will happen when the respondent has provided an ambiguous answer. Data cleaning is the final procedure that researchers must recognize the inconsistent data and implement a corrective action before conducting the data analysis.

### **3.7 Data Analysis**

Statistical Package for the Social Sciences (SPSS) software is used to analyze the result of reliability test for Cronbach's Alpha of pilot test and descriptive analysis. Besides, Structural Equation Modelling (SEM) is an appropriate tool when investigating a theoretically justified models (Gefen et al., 2000). It is also a suitable analysis to determine if the model is valid. Partial least squares (PLS) is a structural equation modelling technique that evaluates reliability and validity of measures and estimates the relationships among constructs.

The PLS is selected for hypotheses testing in this study as it places minimal restriction on sample size, measurement scale and residual distribution which is suitable for survey studies. A PLS analysis is most suitable when the model includes both formative and reflective indicators (Chin and Todd, 1995) and is an analytical tool used in this study because variables in this study are reflective and manifest variable are by latent variable. The PLS regression techniques is useful in cases where the number of descriptors (IV) is comparable or greater than the number of compounds. There are other factors leading to correlation between variables (Virtual Computational Chemistry Lab). It was further stated by Monecke and Leisch (2012) that when dealing with relations between constructs such as satisfaction and role ambiguity, Structural Equating Modelling (SEM) is the choice of methodology. The PLS modelling according to Monecke and Leisch (2012) is referred to as soft modelling techniques which place minimal restriction demands

regarding measurement scales, sample sizes and residual distribution. Tobias (SAS Institute Inc, 2010) explained that PLS uses bootstrapping to test mediation which has three methods: (1) cause and effect method (2) difference in coefficient before and after mediating variable included (3) product of coefficient involving paths in a path model approach. Several advantages of PLS identified by Tobias includes a second generation SEM developed by Wold (1982) which works well with structural equation models that contain latent variables and series of cause and effect relationship. It can be measured by a single item and suitable in marketing studies when data is not distributed normally and PLS does not require any normality assumptions. It also accounts for measurement error providing more accurate estimate of interaction effects such as mediation (Chin, 1988a).

### **3.7.1 Descriptive Analysis**

Descriptive analysis is often deployed in the first phase of statistical analysis. Zikmund (2010) stated that it is known as transformation process of data collected into statistical information. It will be easy to understand and interpret through the descriptive analysis. Normally, descriptive analysis is used to describe mean, median, mode, range, variance, and standard deviation. In addition, there are few ways to present the data in clearly way such as pie chart, bar charts, and, histogram (Sekaran and Bougie, 2010).

### **3.7.2 Inferential Analysis**

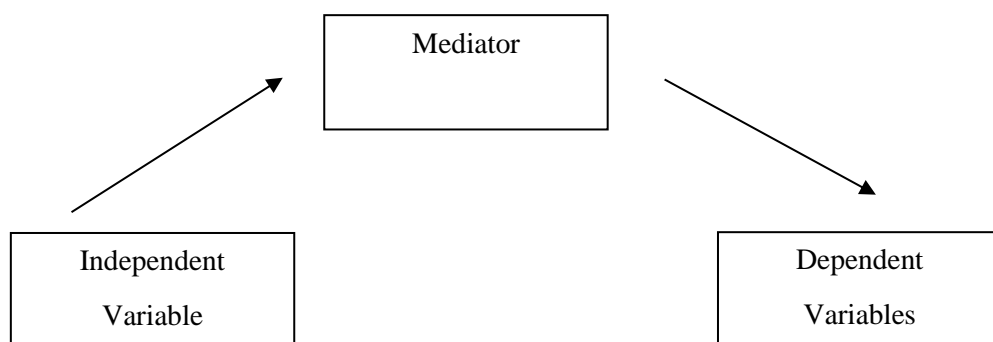
The PLS involves two stages of analysis: (1) assessment of measurement model which includes four assessments which is consistency reliability, indicator reliability (Outer loadings), convergent validity and discriminant validity. (2) assessment of structural model . PLS is a non-parametric analysis that does not make assumption of the distribution of data and usage of bootstrapping is implemented to avoid Type 1 error (T.Ramayah et al.,

2016). In the bootstrapping procedure, a large number of sub samples (eg5000) are taken from the original sample with replacement to determine bootstrap standard errors, which provides the t-value for significance testing of the structural path ( Wong,2013,p.23). The standard error used in the calculation of t value are calculated from the bootstrapping procedure. Smart PLS 3.0 was chosen for this study due to its simple graphical interface.

The PLS will be used to test the null hypotheses. It minimises the residual variance of all dependent variables (both latent and observed) requiring less stringent assumptions about the distributional characteristics of raw data and is well suited to accommodate a small sample size. Furthermore, PLS allows for the use of both formative and reflective variables. The tests of hypotheses are conducted at two tailed alpha level of significance at 0.05.

### 3.7.3 Mediation Analysis

The mediation analysis will be conducted using Smart PLS. Preacher and Hayes (2004, 2008) introduced a new method called “bootstrapping the indirect effect”.



#### Path coefficient in Mediation

Preacher and Hayes argued that path coefficient a and b can be normally distributed but  $a*b$  may not be so and hence, ‘bootstrapping’ procedure can be applied. Bootstrapping is a non-parametric resampling procedure and is



a more powerful tool to explain mediating effects (Hayes, 2009; Shrout and Bolger, 2002; Zhao et al., 2010). This was also supported by Hair et al (2013) who explained that it was suitable for PLS-SEM because there was no assessment on distribution and it was applicable for smaller sample sizes.

### **3.8 Conclusion**

In conclusion, research methodology was done in this chapter. Through this chapter, we have collected descriptive and quantitative method, primary data via questionnaires, secondary data via journals, articles, books, magazines and internet. The respondents of our research are white collar employees in the targeted manufacturing company in Penang. Data collected are used for hypotheses testing by using partial least squares (PLS). Lastly, further details will be discussed in following chapters which are chapter 4 and 5.

## **CHAPTER 4: RESEARCH RESULTS**

### **4.0 Introduction**

Chapter four begins with the descriptive analysis regarding the respondents' demographic variables, independent and dependent variables to examine the value of mean and standard deviation from the result of questionnaires that are being evaluated by using IBM SPSS Statistics 22 software. Besides, the inferential analysis are conducted to demonstrate the relationship between independent and dependent variables by using Smart PLS 3 software. Lastly, it concluded with a brief summarization of chapter four.

### **4.1 Descriptive Analysis**

#### **4.1.1 Descriptive Analysis of Demographic Variables**

Descriptive statistics such as frequency and percentages are used to describe or summarize features of a collection of information in this following part. There are total of 7 demographic variables which are age, gender, working experience, highest academic qualification, gross monthly salary, ethnicity and job tenure being measured and computed by using IBM SPSS Statistics 22.

Table 4.1 Descriptive Analysis of Demographic Variables (N=106)

	<b>Frequency</b>	<b>Percentage</b>
<b>Age</b>		
<b>Less than 25 years old</b>	21	19.2

<b>Between 25 and 34 years old</b>	46	43.4
<b>Between 35 and 44 years old</b>	25	23.6
<b>Between 45 to 54 years old</b>	11	10.4
<b>55 years old and above</b>	3	2.8
<b>Gender</b>		
<b>Male</b>	59	55.7
<b>Female</b>	47	44.3
<b>Working Experience</b>		
<b>Less than 1 year</b>	15	14.2
<b>1 – 3 years</b>	22	20.8
<b>4 – 6 years</b>	24	22.6
<b>7 – 9 years</b>	27	25.5
<b>10 years and above</b>	18	17.0
<b>Highest Academic Qualification</b>		
<b>Bachelor</b>	66	62.3
<b>Masters</b>	21	19.8
<b>Phd /DBA/ Ed. D/ D. Phil</b>	5	4.7

<b>Professional (specify) e.g LLB, ACCA</b>	14	13.2
<b>Gross Monthly Salary</b>		
<b>Less than RM4,000</b>	51	48.1
<b>Between RM4,000 – RM7,000</b>	32	30.2
<b>Between RM7,001 – RM10,000</b>	19	17.9
<b>Between RM10,001 – RM13,000</b>	4	3.8
<b>Above RM13,001</b>	0	0
<b>Ethnicity</b>		
<b>Malay</b>	15	14.2
<b>Chinese</b>	74	69.8
<b>Indian</b>	16	15.1
<b>Others</b>	1	0.9
<b>Job Tenure</b>		
<b>Permanent</b>	93	87.7
<b>Contract</b>	13	12.3

Source: Data generated by IBM SPSS Statistics 22.

Table 4.1 show the descriptive analysis of demographic variables. In terms of age, 21 respondents 19.8% are below 25 years old, 43.4% are between

the age of 25 and 34 years old; 23.6% are between 35 and 44 years old, 10.4% are between 45 and 54 years old and 2.8% are 55 years old and above. Based on the data shown above, we can conclude that most of the respondents are aged between 25 to 34 years old.

There are 55.7% male respondents and 44.3% are female respondents. The respondents represent 14.2% who have less than one year working experience, 20.8% have one to three years working experience, 22.6% have four to six years working experience; 25.5% have seven to nine years working experience and 17.0% have 10 years and above working experience.

In terms of qualifications, 62.3% have bachelor's degree qualification; 19.8% with a master degree qualification, 4.7% are qualified with Phd, DBA, Ed. D or D. Phil level and 13.2% with professional qualification such as LLB, ACCA etc. Thus, we can conclude that the majority of the respondents have a bachelor degree qualification.

The salary category indicated that 48.1% have a gross monthly salary that is less than RM 4,000, 30.2% who have a gross monthly salary of RM 4,000 to RM 7,000, 19 respondents with 17.9% who have a gross monthly salary of RM 7,001 to RM 10,000, 3.8% who have a gross monthly salary of RM 10,001 to RM 13,000 none whose monthly salary of RM 13,001 and above. Hence, we can conclude that the most of the respondents have a gross monthly salary that is less than RM 4,000.

In terms of ethnicity 14.2% are Malay; 69.8% are Chinese; 15.1% are Indians and only 0.9% of respondent is from other ethnic group. Based on the result shown above, we can conclude that Chinese is the largest ethnic group in this study.

87.7% of the respondents are permanent employees of the selected company; whereas the remaining 12.3% are contract employees.

#### 4.1.2 Descriptive Analysis of Variables

Descriptive statistics such as mean and standard deviation are used to describe or summarize features of a collection of information in this following part. There are total of 4 variables which are Employee Wellness (Independent Variable), Supportive Organizational Culture (Mediating Variable), Organizational Citizenship Behavior (Dependent Variable) and Affective Commitment (Dependent Variable) being measured and computed by using IBM SPSS Statistics 22.

Table 4.2 Descriptive Analysis of the variables (N=106)

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Employee Wellness</b>	3.9476	0.71421
<b>Supportive Organizational Culture</b>	4.1478	0.62839
<b>Organizational Citizenship Behavior</b>	4.0255	0.54951
<b>Affective Commitment</b>	3.9634	0.57086

Source: Data generated by IBM SPSS Statistics 22.

Table 4.2 show the descriptive analysis of mean and standard deviation of variables. Employee Wellness has mean of 3.9476 and standard deviation of 0.71421; Supportive Organizational Culture has mean of 4.1478 and standard deviation of 0.62839; Organizational Citizenship Behavior has

mean of 4.0255 and standard deviation of 0.54951; Affective Commitment has mean of 3.9634 and standard deviation of 0.57086.

Based on the result shown above, Supportive Organizational Culture has the highest score of mean with value 4.1478 while Employee Wellness has the lowest score of mean with value 3.9476. On the other hand, Employee Wellness has the highest score of standard deviation with value 0.71421 while Organizational Citizenship Behavior has the lowest score of standard deviation with value 0.54951.

## **4.2 Inferential Analysis**

The framework in this study was designed to highlight empirical evidences on the relationship between the variables and its effect on affective commitment and OCB.

In this study, Partial Least Squares (PLS) path modelling was used for inferential analysis. The Partial least squares (PLS) is a structural equation modelling technique that simultaneously assesses the reliability and validity of the measures of the theoretical constructs and estimates the relationships among these constructs. It is suitable for formative indicators and reflective indicators (Chin and Todd 1995). The PLS analysis has two stages: (1) the assessment of the measurement model, including the reliability and convergent and discriminate validity of the measures, and (2) the assessment of the structural model.

### **4.2.1 Assessment of Measurement Model**

An important step before testing the hypotheses in this study is to measure the reliability and validity of the measurement tool which is being applied in this study. The evaluation of the measurement model includes the estimation of internal consistency (reliability) and the convergent and discriminant validity of the measurement tools. The reliability analysis is

performed by assessing the Cronbach’s Alpha and composite reliability. A value of at least 0.70 indicates adequate reliability for the study (Nunnally, 1978). According to Hulland (1999), items with loadings below 0.5 should be removed to improve the AVE (Average Variance Extracted) value. After evaluating the loadings in outer loadings 8 items were removed which is lesser than 25 percent (the minimal requirement for SMART-PLS) to improve the AVE. In Table 4.3 below the Cronbach alpha of all the variables is satisfactory, Composite reliability is used to assess convergent validity of the variables. A benchmark of 0.7 and above is satisfactory to evaluate composite reliability. All variables have indicated a value above 0.7. AVE value indicates a satisfactory level of above 0.5 for all the variables. The composite reliability is satisfactory and so is the Cronbach Alpha value.

**Table 4.3: Reliability for Constructs**

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>Affective Commitment</b>	<b>0.850</b>	<b>0.869</b>	<b>0.883</b>	<b>0.5000</b>
<b>Employee Wellness</b>	<b>0.897</b>	<b>0.915</b>	<b>0.920</b>	<b>0.551</b>
<b>OCB</b>	<b>0.947</b>	<b>0.957</b>	<b>0.953</b>	<b>0.510</b>
<b>Supportive Organizational Culture</b>	<b>0.899</b>	<b>0.902</b>	<b>0.922</b>	<b>0.665</b>

Source: Data generated by Smart PLS 3 software.

In Table 4.4, convergent validity was also assessed by comparing factor loadings and cross factor loadings. The items for each of the variables which have been square rooted will be loaded against their own items. The evaluation method for this would be the items loaded on the same constructs should produce a higher loadings compared with items in other constructs. The analysis indicated that all constructs were higher than cross loadings. It can be concluded that the items in the constructs met sufficient convergent validity (Yi and Davis, 2003).



Table 4.4: Cross Loadings for Constructs

	Affective Commitment	Employee Wellness	OCB	Supportive Organizational Culture
AC001	<b>0.832</b>	0.494	0.660	0.632
AC002	<b>0.729</b>	0.361	0.483	0.638
AC003	<b>0.686</b>	0.357	0.386	0.363
AC004	<b>0.516</b>	0.199	0.268	0.260
AC005	<b>0.724</b>	0.417	0.415	0.493
AC006	<b>0.666</b>	0.452	0.481	0.564
AC007	<b>0.772</b>	0.461	0.491	0.556
AC008_recode	<b>0.630</b>	0.420	0.495	0.429
EW001	0.331	<b>0.819</b>	0.320	0.363
EW002	0.487	<b>0.871</b>	0.496	0.504
EW003	0.459	<b>0.838</b>	0.422	0.392
EW004	0.497	<b>0.887</b>	0.463	0.389
EW005	0.499	<b>0.818</b>	0.448	0.369
EW006	0.329	<b>0.690</b>	0.320	0.310
EW007	0.416	<b>0.838</b>	0.383	0.452
EW008	0.556	<b>0.672</b>	0.429	0.468
EW009_recode	0.096	<b>0.313</b>	0.152	0.218
EW010	0.401	<b>0.441</b>	0.361	0.392
OCB001	0.551	0.470	<b>0.825</b>	0.648
OCB002	0.582	0.436	<b>0.715</b>	0.565
OCB003	0.539	0.471	<b>0.800</b>	0.588
OCB004	0.502	0.363	<b>0.696</b>	0.466
OCB005	0.543	0.380	<b>0.781</b>	0.601
OCB006	0.593	0.429	<b>0.749</b>	0.565
OCB007	0.498	0.504	<b>0.809</b>	0.569
OCB008	0.378	0.155	<b>0.524</b>	0.315

OCB009_recode	0.348	0.251	<b>0.580</b>	0.328
OCB010_recode	0.415	0.241	<b>0.625</b>	0.404
OCB011_recode	0.329	0.209	<b>0.599</b>	0.294
OCB012_recode	0.244	0.148	<b>0.372</b>	0.313
OCB013	0.450	0.427	<b>0.661</b>	0.494
OCB014	0.509	0.298	<b>0.766</b>	0.584
OCB015	0.573	0.401	<b>0.796</b>	0.604
OCB016	0.550	0.415	<b>0.795</b>	0.575
OCB017	0.292	0.337	<b>0.581</b>	0.368
OCB018	0.502	0.407	<b>0.796</b>	0.565
OCB019	0.506	0.472	<b>0.792</b>	0.612
OCB020	0.536	0.509	<b>0.818</b>	0.670
SOC001	0.600	0.445	0.583	<b>0.811</b>
SOC002	0.625	0.503	0.718	<b>0.781</b>
SOC003	0.513	0.418	0.533	<b>0.804</b>
SOC004	0.694	0.430	0.593	<b>0.883</b>
SOC005	0.513	0.427	0.587	<b>0.772</b>
SOC006	0.624	0.413	0.547	<b>0.837</b>

Source: Data generated by Smart PLS 3 software.

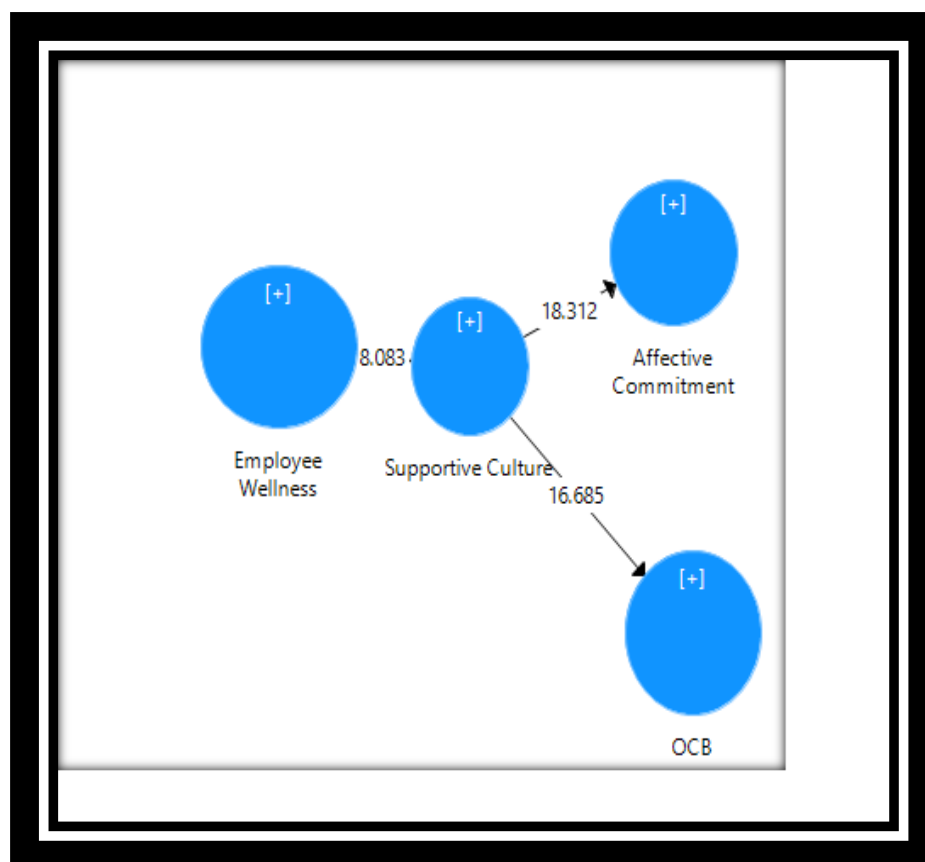
As shown in Table 4.5, the R-square values of the affective commitment, OCB and supportive organizational culture are 0.539, 0.537 and 0.293 respectively. For affective commitment, this indicates that the independent variables are able to explain 53.9% of the dependent variable variation. The result also indicates that 46.1% of the variation remains unexplained by this model. The remaining 46.1% can be explained by additional independent variables that are not being investigated in this study.

Table 4.5 Model Summary of R-square Value

Constructs	R Square	R Square Adjusted
Affective Commitment	0.539	0.535
OCB	0.537	0.533
Supportive Organizational Culture	0.293	0.286

Source: Data generated by Smart PLS 3 software.

Figure 4.1: Structural Model



#### 4.2.2 Assessment of Structural Model

The assessment of structural model in hypotheses testing includes testing the strength and direction of path coefficients, significance values and R<sup>2</sup>. Figure 4.1 highlights the structural model proposed in this study. The

constructs studied in this research are reflective while the categorical variables are also reflective. Partial least square modelling using Smart PLS 3.0 software was used for calculation purposes. The bootstrapping resampling technique with a sample size of 500 was implemented in this study when testing the significance value and simultaneously for the hypotheses testing. In the bootstrapping procedure, a large number of subsamples (eg5000) are taken from the original sample with replacement to determine bootstrap standard errors, which in turn gives approximate t-values for significance testing of the structural path ( Wong , 2013, p.23). The reason for this is because PLS-SEM is distribution free (Hair et al., 2012). As such, the standard errors used to calculate t values is based on bootstrapping method and it avoids inflation or deflation of standard errors due to non-normality issues (T. Ramayah et al., 2016, p.119).

The following section discusses results of the hypotheses testing and their implications for the study in addition to highlighting main findings of relevant literature review. Table 4.6 highlights summary of the both coefficients. All the Inner VIF values for the independent variable that need to be examined for lateral multicollinearity are less than 3 indicating lateral multicollinearity is not a concern ( Hair et al.,2014).

Table 4.6 Inner VIF Values

Constructs	Affective Commitment	Employee Wellness	OCB	Supportive Organizational Culture
Affective Commitment				
Employee Wellness				1.000
OCB				
Supportive Organizational Culture	1.000		1.000	

Source: Data generated by Smart PLS 3 software.

Table 4.7 Path Coefficients

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Decision
H1 :Employee Wellness -> Supportive Organizational Culture	0.541	0.556	0.067	8.083	0.000	supported
H2: Supportive Organizational Culture -> OCB	0.733	0.738	0.044	16.685	0.000	supported
H3: Supportive Organizational Culture -> Affective Commitment	0.734	0.741	0.040	18.312	0.000	supported

Source: Data generated by Smart PLS 3 software.

Table 4.7 and Figure 4.1 summarizes the results of the hypotheses testing. In table 4.7, H1 shows that there is a significant relationship between employee wellness and supportive organizational culture (t-value = 8.083, value be above 1.645). H2 indicates a significant relationship between supportive organizational culture and OCB (t-value =16.685, value above 1.645) and H3 indicates a significant relationship between supportive organizational culture and affective commitment (t-value =18.312, value above 1.645) and. In conclusion, H1 to H3 all were tested significant so it can proceed to mediation analysis of the supportive organizational culture towards OCB and affective commitment.

### 4.3 Mediation

The mediation analysis will be conducted using Smart PLS. The convergent validity values are favourable in this study in the assessment of measurement model. The bootstrapping method will be conducted to obtain the t value to evaluate the direct

relationship to ensure they are first significant before testing for mediation. In Table 4.8 all the direct relationships are supported but what we need is the indirect relationship so it has to be done manually in Excel Microsoft. The bootstrapped value has to be copied in Excel, then a bootstrap indirect effect is created by taking the product of each indirect path coefficient:

$$\begin{aligned} \text{Employee wellness} * \text{SC} &\longrightarrow \text{AC} \\ \text{EW} * \text{SC} &\longrightarrow \text{OCB} \end{aligned}$$

The next step is to calculate the first bootstrapped indirect effect for the three mediated hypotheses. The standard error has to be obtained first for these indirect effects because we need the t value to decide if the hypotheses is supported or not supported. The t value is obtained by a\*b divided by standard error. Table 4.8 below was used to tabulate using Excel and the relevant calculation was done to obtain the values. Table 4.8 shows the results of the indirect effect and the t value for each relationship between employee wellness, supportive organizational culture, affective commitment and OCB.

Table 4.8: Mediating effect of Supportive Organizational Culture

Hypotheses	Path a	Path b	Indirect Effect	SE	t-value	Decision
H4(EW - SC-AC)	0.483	0.723	0.349	0.040	8.730	Supported
H5( EW-SC-OCB)	0.483	0.697	0.337	0.044	7.651	Supported

Source: Data generated by Smart PLS 3 software.

Table 4.8 shows the mediating relationship between employee wellness, supportive organizational culture, affective commitment and organization citizenship behaviour. The three hypothesised relationship are supported with a t value above 1.645. The t-value for H4 which is employee wellness, supportive organizational culture and affective commitment is t value = 8.730 and for H5 which is employee wellness, supportive organizational culture and OCB t value=7.651 is significant and thus supportive organizational culture partially mediates the relationship of employee wellness, affective commitment and OCB. Partial mediation maintains

that the mediating variable accounts for some, but not all, of the relationship between the independent variable and dependent variable. Partial mediation implies that there is not only a significant relationship between the mediator and the dependent variable, but also some direct relationship between the independent and dependent variable.

#### **4.4 Conclusion**

As a conclusion, H1 (employee wellness and supportive organizational culture), H2 (supportive organizational culture and OCB) and H3 (supportive organizational culture and affective commitment) were tested significant so it can proceed to mediation analysis of the supportive organizational culture towards OCB and affective commitment. While, H4 and H5 represent the mediating relationship between employee wellness, supportive organizational culture, affective commitment and organization citizenship behaviour. The result is significant and thus supportive organizational culture partially mediates the relationship of employee wellness, affective commitment and OCB. The results analysed in this chapter would contribute to the smoothness of proceeding to Chapter 5 in which the major findings will be discussed.

## **CHAPTER 5 : DISCUSSION AND IMPLICATIONS**

### **5.0 Introduction**

The result and summary of descriptive and inferential analysis will be presented in the last chapter of this research. Besides, major findings will be discussed and the managerial implications will be given. Limitations of the study during the progress of the research for the future research also will be provided. Moreover, this chapter will make recommendations based on the limitations and major discoveries from this study. Lastly, this research is ended with an overall conclusion and future direction of the study.

### **5.1 Summary of Descriptive Analysis of Demographic Variables**

In previous chapter, respondents' demographic data has been shown that 43.4% of the respondents are having age are between 25 an 34 years old. Besides, there are 55.7% male respondents and 44.3% are female respondents. Only 25.5% of the respondents have seven to nine years working experience. In addition, the majority of the respondents, 62.3% of them have bachelor's degree qualification. Among them, 48.1% of them are having a gross monthly salary that is less than RM 4,000. Moreover, Chinese is the largest ethnic group in this study. In term of job tenure, 87.7% of the respondents are permanent employees of the selected company.



## **5.2 Discussion of Major Finding**

### **5.2.1 The Relationship between Employee Wellness and Supportive Organization Culture**

*H<sub>1</sub>: Employee wellness is associated with supportive organization culture.*

The hypotheses above demonstrate the relationship between employee wellness and supportive organization culture. According to the result generated from Smart Partial Least Squares (PLS) 3 software, H1 is accepted because t-value is 8.083, which is above 1.645. Thus, this proved that there is significant relationship between employee wellness and supportive organization culture.

Therefore, there is a significant relationship between employee wellness and supportive organization culture. The findings of this study support H1. The result of the present study is consistent with the previous studies whereby employee wellness is significantly related to the supportive organizational culture. A supportive organization culture which demonstrates teamwork, harmony and a collective unity and purpose is able to be created when employee well-being is taken into consideration by the organization (Hoert, 2014). An employee wellness center does not end with the provision of such facilities but it is vital to establish a supportive environment within the corporate wellness center to let employees feel a sense of being valued by their company (Huddleston, Fry and Brown, 2012). Employers can apply the wellness policy initiatives and interventions to increase the awareness of employer and employees to create a supportive organization health culture and environment.

In addition, a leadership support for employee wellness is important for creating a supportive organizational health culture because employee wellness has a significant impact on work outcomes of the employees as a

supportive organizational culture is incorporated (Hoert, 2014). Therefore, employee wellness has a significant correlation with the supportive organizational culture.

### **5.2.2 The Relationship between Supportive Organizational Culture and Organizational Citizenship Behavior.**

*H2: Supportive organizational culture is associated with organizational citizenship behavior.*

Hypotheses above examined the relationship between supportive organizational culture and organizational citizenship behavior. The hypotheses above demonstrate the relationship between supportive organizational culture and organizational citizenship behavior. The findings of this supports H2.

Supportive organizational culture can affect employees to exhibit OCB because supportive organizational culture can be the stimulus to increase productivity thereby organizational citizenship behavior must be created and reinforce by employees in order to increase the productivity (Ghashghaeinia and Hafezi, 2015). Supportive organizational culture can nurture employees to exhibit positive organizational citizenship behavior and also manage individual acts of employees in an organization. This is due to supportive organizational culture refers to the flexibility of operational method used by organization to meet the needs of employees, maintain human relationship with employees, and show caring and concern of employees in the organization. (Sok et al., 2014; Tarek et al, 2016).

Furthermore, supportive organizational culture such as work home culture which is shared assumptions, values, and belief regarding to the support of organization, and importance of work and family lives can affect employees to exhibit this positive behavior. When employees perceive support from

organization and their colleagues, they will be willing to engage in mutual activities such as showing organizational citizenship behavior like helping other colleagues who having difficulty in workplace. In other words, when an organization implementing work-home culture, employees will be willing to perform organizational citizenship behavior Nistelrooij (2016).

### **5.2.3 The Relationship between Supportive Organizational Culture and Affective Commitment**

*H3: Supportive organizational culture is associated with affective commitment.*

Hypotheses above examined the relationship between supportive organizational culture and affective commitment. The hypotheses above demonstrate the relationship between supportive organizational culture and affective commitment. The findings of this supports H3.

Researchers found that supportive organizational culture and bureaucratic organizational culture have significant effect on employee commitment and job satisfaction. Employee commitment is very vital for the organization success because when employee positively affective committed with his or her organization, they will tend to be loyal to organization (Alvi et al., 2014). Furthermore, Brewer (1993) suggested that a bureaucratic working environment will reduce employee commitment towards organization, whereas, supportive organizational culture such as supportive working environment results in greater employee commitment and involvement in organization.

Chang, Chin, and Ye (2014) examined the effects of a supportive organizational culture on the affective commitment of employees and the result showed that career expectations mediated the effect of an supportive organizational culture on affective commitment. At the same time, the

supportive organizational culture not only important in enhancing employees' career expectations but also important in reducing work-life conflicts. However, the impact of the career perception would be slightly stronger than the reduction of current work-to-family conflicts thereby boosting their commitment to the company.

Allard, Haas and Hwang (2011) stated that employees will involve in work–family conflict as long as the family-supportive organizational culture is not well-developed in organization. When family-supportive organizational culture implemented in organization, employees are likely to be better able to combine work and family thereby improve affective commitment towards organization. In addition, greater availability of work–family support policies was associated with higher FSOP which related to more positive attitudes. Policy used partially related to work attitudes through reduced work-to-family conflict (Butts, Casper, and Yang, 2012). Therefore, supportive organizational culture has a significant correlation with the affective commitment.

#### **5.2.4 Supportive Organizational Culture mediates Employee Wellness, Organizational Citizenship Behavior, and Affective Commitment.**

*H4: Supportive organizational culture mediates the relationship between employee wellness, organizational citizenship behavior, and affective commitment.*

Hypotheses above examined the supportive organizational culture mediates the relationship between employee wellness, organizational citizenship behavior, and affective commitment. The hypotheses above demonstrated the supportive organizational culture mediated the relationship between employee wellness, organizational citizenship behavior, and affective commitment. The findings proved that supportive organizational culture

mediated the relationship between employee wellness, organizational citizenship behavior and affective commitment.

There was a positive relationship between employee wellness and supportive organizational culture by determining the role of leadership support for employee wellness and organization health culture (Hoert, 2014). Researchers found that the key factor of supportive organizational culture to create positive work outcome was through leadership support for employee wellness (Della et al, 2008 and Golaszewski et al, 2008). Besides, employers used the wellness policy initiatives and interventions to enhance the awareness of employer and employees to create a supportive organization health culture and environment (Chen, Huang, Chang, Chang, and Chuang, 2016).

Ghashghaeinia and Hafezi (2015) showed the positive relationship between supportive organizational culture and organizational citizenship behavior. Supportive organizational culture could increase the productivity of employees yet, create and reinforce the organizational citizenship behavior of employees. Furthermore, employees who paid more attention to organizational culture would increase the possibility of employees to implement organizational citizenship behavior. Supportive organizational culture could help an organization in achieving its goals since doing anything with knowledge of organization culture could make the work be done in an appropriate way (Sarafraz and Amin, 2015).

Chang, Chin and Ye (2014) showed that career expectations mediated the effect of a supportive organizational culture on affective commitment. Supportive organizational culture developed employees emotional attachment towards the organization (Wayne, Casper, Matthews and Allen, 2013). The literatures above show a direct linkage of the proposed variable leaving a gap on the mediating effect of a specific organizational culture which enhances this effect. Therefore, our study proposed enhancing this effect by incorporating supportive organizational culture and study its effect on work outcome of employees.

### 5.3 Practical Implication of study

Supportive organizational culture refers to the flexibility of operational method used by organization to meet the needs of employees, show caring and take concern to employees (Sok et al., 2014). For example, in order to maintain employee wellness among the employees and the subsequent costs incurred for treating them, the organization should encourage employees to participate in running or health walk to be physically fit and healthy. Organization should set this running or health walk considered as a supportive organizational culture in order to maintain **employee wellness** (Patrick, Antony, and Hazel, 2017). Besides, Patrick et al., (2017) also stated that in order to avoid the employees smoking or drinking that could affect wellness of employees, there is a need for organization to put in place program such as providing gym room for them to relax themselves by exercising, instead of smoking or drinking to relax themselves. In addition, the organization should provide professional counselling services to employees, this not only can help them to reduce stress, but also can maintain employee wellness (Patrick et al., 2017). Thus, employee wellness can create supportive organizational culture that concern the employees' health.

Based on research (Nistelrooij, 2016), employees who perceived supportive organizational culture like work-home culture more willing to engage in **organizational citizenship behavior** so that it is important for organization to focus on positive aspect of supportive organizational culture. For example, supervisors can communicate with employees regarding their expectation for the future and how those expectations can be combined into private life (Nistelrooij, 2016). This supportive organizational culture can show concern towards employees thereby employees are willing to exhibit organizational citizenship behavior such as giving support to colleagues in order to make work done in efficient and effective way (Tarek et al., 2016). In addition, support can be achieved through peer conversation so employees can share their work experiences to each other in order to minimize the errors of work (Nistelrooij, 2016). Therefore, supervisors communicate with employees and supports given by organization and colleagues can cause employees to engage in organizational citizenship behavior.

Moreover, an organization who provides a supportive organizational culture will be an effective strategy to make employees have **affective commitment** to the organization. For example (Sanghamitra and Mauvalyn, 2017), organization provided a supportive learning climate culture such as provide annual training for those selected employees to be trained to be the better employees on handling cases of organization. In this case, selected employees will think that organization is concerned about their development and growth thereby led to increase affective commitment towards organization. Hence, organization should provide such supportive organizational culture to increase affective commitment of employees. Besides, Aminah and Zoharah (2010) stated that supportive organizational culture such as work home culture could lead to increased affective commitment of employees. For example (Aminah and Zoharah, 2010), organization supports their employees to balance the work and family lives could lead to employees to be more likely to stay within the organization, which means increase affective commitment towards the organization. Thus, employees' affective commitment will be increased when organization values their needs and wants (Sanghamitra and Mauvalyn, 2017).

## **5.4 Limitations and Recommendations**

The first limitation is the study was only concerned in a narrow sample size which is conducted in a manufacturing company located in Penang. As mentioned in session 3.3 (Chapter 3), our sample is focused on all the white collar employees in the selected manufacturing company. Therefore, this specified setting may made the results generated cannot be accurately to represent the whole population of employees that working in the manufacturing industry in Malaysia. Moreover, the results obtained also might not be generalized to other settings or be the same in other industries. In the future studies, the researchers are recommended to increase the sample size, settings or industries area to enhance the reliability of the present findings. A wider range of target respondents can help to improve the validity and reduce the probability of bias from results.

Second, some respondents might not pay attention in answering or understand the questionnaire, where most of the answers are tend to be neutral with the interval scale of 3. This may due to the respondents were unsure about the questions and rushing to complete the questionnaire in order to focus on their work tasks. Therefore, the researchers are recommended to use other data collection methods other than questionnaire such as observation and personal interview. It can help the researcher to better understand the thinking and less time consuming in obtaining and processing the results.

Third, the limitation of Likert-scale in which the options of answer were too subjective and limited for target respondents. This is because the numbers of descriptors is usually range from 1 to 5 only and is uncertain and this may lead to the problem of bias occurred. Therefore, the researchers can include more open-ended questions in the questionnaires. It enables the respondents to express their words and thoughts which provides the researchers to obtain more trustworthy information and feedback on employees' wellness and variables (OCB, affective commitment and supportive organizational culture). The future recommendations of this study are to test the variables in a different industry or to be conducted in a quantitative manner to widen the understanding of the variables.

## **5.5 Conclusion**

This chapter attempts to investigate a study of employee wellness impact on organizational citizenship behavior, and affective commitment. There is also a mediating variable which is supportive organizational culture. As a conclusion, six hypotheses are supported which means there is a significant relationship between employee wellness with supportive organizational culture, supportive organizational culture and organizational citizenship behavior, and supportive organizational culture and affective commitment.



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APPENDICES

Appendix 1: Permission Letter

 **UNIVERSITI TUNKU ABDUL RAHMAN**  
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

28<sup>th</sup> April 2017

To Whom It May Concern,

Dear Sir/Madam,

**Permission to Conduct Survey**

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

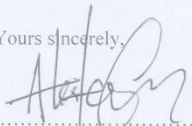
The students are as follows:

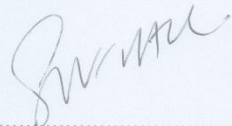
<u>Name of Student</u>	<u>Student ID</u>
Chong Seit Yin	14ABB06701
Koh Yen Sing	13ABB06322
Lau Kah Yin	14ABB07838
Tew Ching Mein	14ABB07173
Yap May Khee	14ABB06702

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

  
.....  
Mr Choong Yuen Onn  
Head of Department,  
Faculty of Business and Finance  
Email: choongyo@utar.edu.my

  
.....  
Dr Sofiah a/p Kadar Khan  
Supervisor,  
Faculty of Business and Finance  
Email: sofiah@utar.edu.my

Address: Jalan Sg. Long, Bandar Sg. Long, Cheras, 43000 Kajang, Selangor D.E. Postal Address: P O Box 11384, 50744 Kuala Lumpur, Malaysia  
Tel: (603) 9086 0288 Fax: (603) 9019 8868 Homepage: <http://www.utar.edu.my>

Appendix 2: Questionnaire



**UNIVERSITI TUNKU ABDUL RAHMAN  
FACULTY OF BUSINESS AND FINANCE  
BACHELOR OF BUSINESS ADMINISTRATION (HONS)**

**TITLE: A STUDY OF EMPLOYEE WELLNESS IMPACT ON  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AND  
AFFECTIVE COMMITMENT**

Dear respondents,

We are students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). We are currently doing our final year project titled ‘A study of employee wellness impacts on organizational citizenship behavior and affective commitment’.

As such, we would be most grateful if you could participate in this study by completing the attached questionnaire. The questionnaire will take about fifteen minutes of your time to complete. All responses provided are solely for academic purpose.

This questionnaire consists of 2 parts. Part A is about demographic of the respondents; Part B is related to the employee wellness, supportive organizational culture, organizational citizenship behavior and affective commitment.

Please be assured that all information you provide will be kept strictly confidential. Your participation represents a valuable contribution to this study.

If you have any enquiries, please do not hesitate to contact:

<u>Name</u>	<u>Student ID</u>	<u>Contact Number</u>
Chong Seit Yin	14ABB06701	011-16456110
Koh Yen Sing	13ABB06322	016-5969150
Lau Kah Yin	14ABB07838	016-5347013
Tew Ching Mein	14ABB07173	012-5911889
Yap May Khee	14ABB06702	017-4288901

Questionnaire: Part A

Demographic

Age	<input type="checkbox"/>	Less than 25 years old	<input type="checkbox"/>	Between 25 and 34 years old	<input type="checkbox"/>	Between 35 and 44 years old
	<input type="checkbox"/>	Between 45 to 54 years old	<input type="checkbox"/>	55 years old and above		
Gender	<input type="checkbox"/>	Male	<input type="checkbox"/>	Female		
Working Experience	<input type="checkbox"/>	Less than 1 year	<input type="checkbox"/>	1 – 3 years	<input type="checkbox"/>	4 – 6 years
	<input type="checkbox"/>	7 – 9 years	<input type="checkbox"/>	10 years and above		
Highest Academic Qualification	<input type="checkbox"/>	Bachelor	<input type="checkbox"/>	Masters	<input type="checkbox"/>	Phd /DBA/ Ed. D/ D. Phil
	<input type="checkbox"/>	Professional (specify) e.g LLB, ACCA				
Gross Monthly Salary	<input type="checkbox"/>	Less than RM4,000	<input type="checkbox"/>	Between RM4,000 – RM7,000	<input type="checkbox"/>	Between RM7,001 – RM10,000
	<input type="checkbox"/>	Between RM10,001 – RM13,000	<input type="checkbox"/>	Above RM13,001		
Ethnicity	<input type="checkbox"/>	Malay	<input type="checkbox"/>	Chinese	<input type="checkbox"/>	Indian
	<input type="checkbox"/>	Others (specify) .....				
Job Tenure	<input type="checkbox"/>	Permanent	<input type="checkbox"/>	Contract		

Questionnaire: Part B

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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Please circle your response in the appropriate box.

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4 and Strongly Agree=5

No	The following words describes my wellness	SD	D	N	A	SA
1	I engage in exercises such as jogging, swimming, brisk walking, cycling, etc.	1	2	3	4	5
2	I participate in physical activities such as badminton, tennis, bowling, cricket, aerobics or gardening	1	2	3	4	5
3	I maintain a healthy weight, avoiding overweight and underweight	1	2	3	4	5
4	I include a variety of fruits and vegetables in my diet	1	2	3	4	5
5	I limit the amount of fat and cholesterol in my diet	1	2	3	4	5
6	I have close friends, relatives or others with whom I talk about personal matters and call on for help when needed	1	2	3	4	5
7	I participate in community activities and/or hobbies that I enjoy	1	2	3	4	5
8	I get recommended age-appropriate medical screening tests such as blood pressure, cholesterol checks, dental exams, etc.	1	2	3	4	5
9	I use tobacco/ tobacco related products	1	2	3	4	5
10	I do not use alcohol as a way of handling stressful situations or problems in my life	1	2	3	4	5
No	The following words describes my organization	SD	D	N	A	SA
11	Encouraging (Supportive)	1	2	3	4	5
12	Sociable (Supportive)	1	2	3	4	5
13	Personal Freedom (Supportive)	1	2	3	4	5
14	Equitable ((Supportive)	1	2	3	4	5
15	Safe (Supportive)	1	2	3	4	5
16	Trusting (Supportive)	1	2	3	4	5

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

No	The following words describes Organizational Citizenship Behavior (OCB) Scale	SD	D	N	A	SA
17	He/She helps others with heavy workload	1	2	3	4	5
18	He/She helps other who has been absent	1	2	3	4	5
19	He/She willingly gives his/her time to help others who have work related problems	1	2	3	4	5
20	He/She helps orient new people even though it is not required	1	2	3	4	5
21	He/She consults with me or other individuals who might be affected by his/her actions or decisions	1	2	3	4	5
22	He/She does not abuse the rights of others	1	2	3	4	5
23	He/She takes steps to prevent problems with other workers	1	2	3	4	5
24	He/She informs me before taking any important actions	1	2	3	4	5
25	He/She consumes a lot of time complaining about trivial matters	1	2	3	4	5
26	He/She tends to make 'mountains out of molehills'( makes problems bigger than they are )	1	2	3	4	5
27	He/She constantly talks about wanting to quit his/her job	1	2	3	4	5
28	He/She always focuses on what's wrong with his/her situation, rather than the positive side of it	1	2	3	4	5
29	He/She is always punctual	1	2	3	4	5
30	He/She never takes long lunches or breaks	1	2	3	4	5
31	He/She does not take extra breaks	1	2	3	4	5
32	He/She obeys company rules, regulations and procedures even when no one is watching	1	2	3	4	5
33	He/She keeps abreast of changes in the organization	1	2	3	4	5
34	He/She attends functions that are not required ,but that help the company image	1	2	3	4	5

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

35	He/She attends and participates in meetings regarding the organization	1	2	3	4	5
36	He/She 'keeps up' with developments in the company	1	2	3	4	5
No	The following words describes my commitment towards the organization	SD	D	N	A	SA
37	I would be happy to spend the rest of my career with this organization	1	2	3	4	5
38	I enjoy discussing my organization with people outside	1	2	3	4	5
39	I really feel as if this organization's problems are my own	1	2	3	4	5
40	I think that I could easily become as attached to another organization as I am to this one	1	2	3	4	5
41	I do feel like part of the family at my organization	1	2	3	4	5
42	I do not feel emotionally attached to this organization	1	2	3	4	5
43	This organization has a great deal of personal meaning to me	1	2	3	4	5
44	I do not feel a strong sense of belonging to my organization	1	2	3	4	5

Thank you very much for your participation.  
Your time and opinions are gently appreciated!

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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Appendix 3: Summary Statistic Result of Pilot Test

57 variables and 30 cases written to range: SPSS.

Variable: DV001	Type: Number	Width: 8	Dec: 2
Variable: DV002	Type: Number	Width: 8	Dec: 2
Variable: DV003	Type: Number	Width: 8	Dec: 2
Variable: DV004	Type: Number	Width: 8	Dec: 2
Variable: DV005	Type: Number	Width: 8	Dec: 2
Variable: DV006	Type: Number	Width: 8	Dec: 2
Variable: DV007	Type: Number	Width: 8	Dec: 2
Variable: EW001	Type: Number	Width: 8	Dec: 2
Variable: EW002	Type: Number	Width: 8	Dec: 2
Variable: EW003	Type: Number	Width: 8	Dec: 2
Variable: EW004	Type: Number	Width: 8	Dec: 2
Variable: EW005	Type: Number	Width: 8	Dec: 2
Variable: EW006	Type: Number	Width: 8	Dec: 2
Variable: EW007	Type: Number	Width: 8	Dec: 2
Variable: EW008	Type: Number	Width: 8	Dec: 2
Variable: EW009	Type: Number	Width: 8	Dec: 2
Variable: EW009_recode	Type: Number	Width: 8	Dec: 2
Variable: EW010	Type: Number	Width: 8	Dec: 2
Variable: SOC001	Type: Number	Width: 8	Dec: 2
Variable: SOC002	Type: Number	Width: 8	Dec: 2
Variable: SOC003	Type: Number	Width: 8	Dec: 2
Variable: SOC004	Type: Number	Width: 8	Dec: 2
Variable: SOC005	Type: Number	Width: 8	Dec: 2
Variable: SOC006	Type: Number	Width: 8	Dec: 2
Variable: OCB001	Type: Number	Width: 8	Dec: 2
Variable: OCB002	Type: Number	Width: 8	Dec: 2
Variable: OCB003	Type: Number	Width: 8	Dec: 2
Variable: OCB004	Type: Number	Width: 8	Dec: 2
Variable: OCB005	Type: Number	Width: 8	Dec: 2
Variable: OCB006	Type: Number	Width: 8	Dec: 2
Variable: OCB007	Type: Number	Width: 8	Dec: 2
Variable: OCB008	Type: Number	Width: 8	Dec: 2
Variable: OCB009	Type: Number	Width: 8	Dec: 2
Variable: OCB009_recode	Type: Number	Width: 8	Dec: 2
Variable: OCB010	Type: Number	Width: 8	Dec: 2
Variable: OCB010_recode	Type: Number	Width: 8	Dec: 2
Variable: OCB011	Type: Number	Width: 8	Dec: 2
Variable: OCB011_recode	Type: Number	Width: 8	Dec: 2
Variable: OCB012	Type: Number	Width: 8	Dec: 2
Variable: OCB012_recode	Type: Number	Width: 8	Dec: 2
Variable: OCB013	Type: Number	Width: 8	Dec: 2
Variable: OCB014	Type: Number	Width: 8	Dec: 2
Variable: OCB015	Type: Number	Width: 8	Dec: 2
Variable: OCB016	Type: Number	Width: 8	Dec: 2
Variable: OCB017	Type: Number	Width: 8	Dec: 2



EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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Variable: OCB018	Type: Number	Width: 8	Dec: 2
Variable: OCB019	Type: Number	Width: 8	Dec: 2
Variable: OCB020	Type: Number	Width: 8	Dec: 2
Variable: AC001	Type: Number	Width: 8	Dec: 2
Variable: AC002	Type: Number	Width: 8	Dec: 2
Variable: AC003	Type: Number	Width: 8	Dec: 2
Variable: AC004	Type: Number	Width: 8	Dec: 2
Variable: AC005	Type: Number	Width: 8	Dec: 2
Variable: AC006	Type: Number	Width: 8	Dec: 2
Variable: AC007	Type: Number	Width: 8	Dec: 2
Variable: AC008	Type: Number	Width: 8	Dec: 2
Variable: AC008_recode	Type: Number	Width: 8	Dec: 2

Source: Data generated by IBM SPSS Statistics 22.

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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Demographic Variables (DV001 - DV007)

DV001	DV002	DV003	DV004	DV005	DV006	DV007
1.00	2.00	1.00	1.00	1.00	2.00	2.00
1.00	2.00	1.00	1.00	1.00	2.00	2.00
1.00	1.00	2.00	1.00	1.00	2.00	1.00
2.00	1.00	4.00	1.00	2.00	2.00	1.00
2.00	2.00	3.00	4.00	3.00	2.00	1.00
2.00	1.00	3.00	1.00	1.00	2.00	1.00
1.00	2.00	1.00	1.00	1.00	2.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	1.00
1.00	2.00	1.00	1.00	1.00	2.00	2.00
1.00	1.00	1.00	1.00	1.00	2.00	1.00
2.00	2.00	4.00	1.00	1.00	2.00	1.00
2.00	2.00	1.00	1.00	1.00	2.00	2.00
2.00	2.00	3.00	1.00	1.00	2.00	1.00
1.00	2.00	1.00	1.00	1.00	2.00	2.00
1.00	1.00	2.00	1.00	1.00	2.00	1.00
2.00	2.00	3.00	1.00	1.00	2.00	1.00
2.00	1.00	3.00	1.00	1.00	2.00	1.00
2.00	1.00	3.00	1.00	1.00	2.00	1.00
1.00	2.00	1.00	1.00	1.00	2.00	1.00
1.00	2.00	1.00	1.00	1.00	2.00	1.00
1.00	2.00	1.00	1.00	1.00	2.00	2.00
1.00	2.00	1.00	1.00	1.00	2.00	2.00
3.00	2.00	4.00	1.00	3.00	1.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	1.00
2.00	1.00	3.00	1.00	2.00	2.00	1.00
2.00	1.00	4.00	1.00	1.00	2.00	1.00
3.00	2.00	5.00	2.00	3.00	3.00	1.00
2.00	2.00	4.00	1.00	3.00	2.00	1.00
2.00	2.00	4.00	1.00	1.00	2.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	1.00

Source: Data generated by IBM SPSS Statistics 22.

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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Employee Wellness (EW001 - EW010)

EW 001	EW 002	EW 003	EW 004	EW 005	EW 006	EW 007	EW 008	EW 009	EW009_r ecode	EW 010
4.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00
4.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00
3.00	3.00	2.00	3.00	3.00	4.00	2.00	3.00	1.00	5.00	5.00
5.00	4.00	4.00	5.00	4.00	3.00	4.00	3.00	1.00	5.00	5.00
4.00	2.00	3.00	4.00	3.00	4.00	4.00	3.00	1.00	5.00	4.00
3.00	4.00	4.00	4.00	4.00	5.00	4.00	3.00	1.00	5.00	2.00
2.00	2.00	3.00	3.00	3.00	4.00	4.00	3.00	2.00	4.00	2.00
3.00	3.00	4.00	5.00	4.00	5.00	4.00	3.00	3.00	3.00	5.00
3.00	2.00	1.00	2.00	2.00	3.00	2.00	3.00	1.00	5.00	5.00
2.00	4.00	4.00	4.00	4.00	5.00	4.00	5.00	4.00	2.00	4.00
3.00	3.00	4.00	4.00	4.00	3.00	3.00	2.00	1.00	5.00	4.00
3.00	3.00	3.00	4.00	3.00	3.00	3.00	3.00	1.00	5.00	5.00
2.00	2.00	4.00	4.00	3.00	4.00	3.00	4.00	1.00	5.00	5.00
2.00	4.00	3.00	4.00	2.00	5.00	4.00	5.00	1.00	5.00	3.00
3.00	4.00	2.00	2.00	2.00	4.00	3.00	2.00	4.00	2.00	4.00
3.00	3.00	2.00	3.00	3.00	3.00	3.00	3.00	1.00	5.00	5.00
3.00	3.00	2.00	3.00	3.00	3.00	2.00	4.00	1.00	5.00	5.00
5.00	5.00	4.00	4.00	4.00	5.00	4.00	4.00	2.00	4.00	4.00
3.00	3.00	3.00	4.00	4.00	3.00	3.00	3.00	1.00	5.00	4.00
2.00	3.00	2.00	3.00	3.00	5.00	5.00	3.00	1.00	5.00	5.00
4.00	4.00	5.00	4.00	2.00	2.00	4.00	2.00	1.00	5.00	1.00
4.00	4.00	5.00	5.00	5.00	3.00	5.00	5.00	1.00	5.00	5.00
2.00	1.00	2.00	2.00	2.00	1.00	4.00	2.00	4.00	2.00	1.00
5.00	5.00	5.00	4.00	4.00	2.00	2.00	2.00	1.00	5.00	4.00
5.00	5.00	4.00	3.00	3.00	4.00	4.00	4.00	1.00	5.00	4.00
2.00	1.00	5.00	5.00	3.00	3.00	1.00	4.00	1.00	5.00	1.00
4.00	2.00	2.00	4.00	4.00	5.00	4.00	5.00	2.00	4.00	4.00
1.00	2.00	3.00	4.00	3.00	4.00	3.00	3.00	1.00	5.00	5.00
3.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00	5.00
5.00	3.00	5.00	4.00	5.00	4.00	3.00	3.00	1.00	5.00	5.00

Source: Data generated by IBM SPSS Statistics 22.

Supportive Organizational Culture (SOC001 - SOC006) & Organizational  
Citizenship Behavior (OCB001 - OCB 005)

SOC 001	SOC 002	SOC 003	SOC 004	SOC 005	SOC 006	OCB 001	OCB 002	OCB 003	OCB 004	OCB 005
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00
4.00	4.00	3.00	3.00	3.00	3.00	4.00	3.00	3.00	3.00	3.00
4.00	4.00	3.00	4.00	4.00	5.00	3.00	4.00	4.00	3.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	3.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00
2.00	3.00	2.00	3.00	4.00	3.00	4.00	3.00	3.00	4.00	3.00
5.00	4.00	5.00	5.00	5.00	5.00	4.00	5.00	4.00	5.00	4.00
2.00	2.00	3.00	2.00	3.00	2.00	2.00	3.00	2.00	3.00	3.00
4.00	4.00	5.00	5.00	5.00	4.00	5.00	5.00	5.00	4.00	4.00
3.00	3.00	1.00	3.00	4.00	3.00	2.00	3.00	3.00	2.00	3.00
5.00	4.00	3.00	4.00	5.00	4.00	3.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
2.00	2.00	2.00	2.00	2.00	2.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	5.00	4.00	4.00	4.00	5.00	4.00	4.00	5.00	4.00
3.00	4.00	3.00	4.00	4.00	4.00	3.00	4.00	3.00	3.00	3.00
2.00	3.00	5.00	4.00	4.00	4.00	2.00	5.00	4.00	4.00	3.00
5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	4.00
4.00	5.00	5.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	3.00
4.00	2.00	2.00	4.00	4.00	4.00	1.00	1.00	1.00	2.00	1.00
3.00	3.00	2.00	3.00	4.00	3.00	3.00	2.00	2.00	3.00	1.00
4.00	4.00	5.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00
1.00	1.00	3.00	3.00	3.00	3.00	3.00	3.00	5.00	3.00	3.00
4.00	2.00	2.00	2.00	5.00	3.00	4.00	4.00	5.00	4.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
5.00	5.00	5.00	1.00	3.00	4.00	4.00	4.00	5.00	5.00	5.00

Source: Data generated by IBM SPSS Statistics 22.

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

Organizational Citizenship Behavior (OCB006 - OCB 017)

OC B0 06	OC B0 07	OC B0 08	OC B0 09	OCB0 09_re code	OC B0 10	OCB0 10_re code	OC B0 11	OCB0 11_re code	OC B0 12	OCB0 12_re code	OC B0 13	OC B0 14	OC B0 15	OC B0 16	OC B0 17
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
2.00	2.00	3.00	4.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	3.00	3.00	2.00	4.00	5.00	4.00	3.00	4.00	4.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	2.00	4.00	4.00	4.00	4.00	3.00	3.00
4.00	4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	2.00	3.00	4.00
3.00	4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	2.00	4.00	3.00	3.00	2.00	4.00	2.00	4.00	3.00	3.00	3.00	4.00	3.00
3.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	4.00	2.00	4.00	4.00	4.00	5.00
4.00	5.00	5.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	5.00	4.00	4.00	4.00	4.00
2.00	2.00	2.00	3.00	3.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	2.00	2.00	4.00	2.00	4.00	3.00	3.00	4.00	1.00	2.00	3.00	3.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3.00	4.00	4.00	2.00	4.00	1.00	5.00	1.00	5.00	2.00	4.00	4.00	5.00	4.00	1.00	3.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	3.00	3.00	3.00	3.00	3.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	2.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	5.00	5.00	4.00	2.00	4.00
4.00	4.00	5.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00
3.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	3.00	3.00	3.00	3.00
3.00	3.00	5.00	5.00	1.00	5.00	1.00	4.00	2.00	3.00	3.00	2.00	3.00	3.00	4.00	4.00
4.00	4.00	5.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	2.00	5.00	4.00	4.00	5.00	4.00
5.00	5.00	5.00	1.00	5.00	2.00	4.00	2.00	4.00	3.00	3.00	4.00	3.00	3.00	3.00	3.00
4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	2.00	4.00	4.00	2.00	2.00	4.00	2.00
2.00	4.00	1.00	4.00	2.00	4.00	2.00	2.00	4.00	3.00	3.00	4.00	3.00	2.00	3.00	3.00
4.00	4.00	4.00	4.00	2.00	2.00	4.00	2.00	4.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	5.00	5.00	2.00	4.00	1.00	5.00	1.00	5.00	5.00	1.00	4.00	2.00	2.00	4.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00
5.00	4.00	4.00	2.00	4.00	1.00	5.00	4.00	2.00	3.00	3.00	4.00	2.00	5.00	5.00	3.00

Source: Data generated by IBM SPSS Statistics 22.

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

Organizational Citizenship Behavior (OCB018 - OCB 020) & Affective Commitment (AC001- AC008)

OC B018	OC B019	OC B020	AC 001	AC 002	AC 003	AC 004	AC 005	AC 006	AC 007	AC 008	AC008_recode
4.00	4.00	4.00	4.00	4.00	3.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	3.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	3.00	4.00	4.00	2.00	3.00	2.00	2.00	2.00	3.00	3.00
4.00	4.00	3.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00
3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	2.00
4.00	4.00	4.00	3.00	4.00	3.00	3.00	3.00	3.00	4.00	3.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	3.00	3.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	4.00	2.00
4.00	4.00	4.00	5.00	5.00	4.00	4.00	4.00	4.00	5.00	4.00	2.00
2.00	2.00	2.00	1.00	2.00	2.00	3.00	4.00	4.00	1.00	4.00	2.00
3.00	4.00	4.00	3.00	4.00	3.00	3.00	4.00	3.00	4.00	2.00	4.00
3.00	3.00	3.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	5.00	4.00	5.00	4.00	3.00	4.00	3.00	4.00	2.00	4.00
3.00	3.00	3.00	2.00	3.00	2.00	4.00	3.00	3.00	3.00	2.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	1.00
3.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	4.00	3.00	3.00	3.00
5.00	4.00	4.00	3.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	2.00
4.00	4.00	4.00	4.00	5.00	4.00	5.00	5.00	4.00	4.00	1.00	5.00

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

4.00	4.00	4.00	5.00	4.00	3.00	5.00	2.00	4.00	4.00	4.00	2.00
2.00	4.00	2.00	2.00	1.00	1.00	2.00	1.00	1.00	2.00	2.00	4.00
2.00	4.00	3.00	1.00	4.00	2.00	4.00	3.00	2.00	1.00	4.00	2.00
4.00	4.00	5.00	4.00	4.00	3.00	4.00	3.00	2.00	4.00	2.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
5.00	5.00	5.00	4.00	5.00	3.00	2.00	4.00	4.00	5.00	2.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
1.00	1.00	3.00	1.00	3.00	2.00	2.00	3.00	4.00	2.00	3.00	3.00

Source: Data generated by IBM SPSS Statistics 22.

Appendix 4: Reliability Test of Variables of Pilot Test (N=30)

Employee Wellness:

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.627	.642	11

**Item Statistics**

	Mean	Std. Deviation	N
EW001	3.2333	1.10433	30
EW002	3.1000	1.06188	30
EW003	3.4000	1.13259	30
EW004	3.7333	.82768	30
EW005	3.3667	.85029	30
EW006	3.7000	1.02217	30
EW007	3.4333	.93526	30
EW008	3.3667	.92786	30
EW009	1.5333	.97320	30
EW009_recode	4.4667	.97320	30
EW010	3.9667	1.29943	30

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
37.3000	26.493	5.14715	11



EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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**Inter-Item Correlation Matrix**

	EW001	EW002	EW003	EW004	EW005	EW006	EW007	EW008	EW009	EW009_recode	EW010
EW001	1.000	.568	.391	.221	.457	-.089	.132	-.019	-.184	.184	.174
EW002	.568	1.000	.367	.149	.264	.187	.267	.066	-.053	.053	.177
EW003	.391	.367	1.000	.743	.559	-.042	.124	.118	-.169	.169	-.202
EW004	.221	.149	.743	1.000	.634	.187	.154	.356	-.288	.288	.056
EW005	.457	.264	.559	.634	1.000	.250	.227	.304	-.119	.119	.355
EW006	-.089	.187	-.042	.187	.250	1.000	.357	.520	.097	-.097	.278
EW007	.132	.267	.124	.154	.227	.357	1.000	.248	.230	-.230	-.016
EW008	-.019	.066	.118	.356	.304	.520	.248	1.000	-.033	.033	.182
EW009	-.184	-.053	-.169	-.288	-.119	.097	.230	-.033	1.000	-1.000	-.231
EW009_recode	.184	.053	.169	.288	.119	-.097	-.230	.033	-1.000	1.000	.231
EW010	.174	.177	-.202	.056	.355	.278	-.016	.182	-.231	.231	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EW001	34.0667	21.168	.404	.	.577
EW002	34.2000	20.855	.465	.	.564
EW003	33.9000	21.059	.399	.	.577
EW004	33.5667	21.633	.542	.	.561
EW005	33.9333	20.409	.698	.	.530
EW006	33.6000	22.179	.340	.	.592
EW007	33.8667	22.878	.306	.	.600
EW008	33.9333	22.409	.367	.	.588
EW009	35.7667	29.013	-.331	.	.711
EW009_recode	32.8333	25.868	-.033	.	.662
EW010	33.3333	22.368	.198	.	.629

Source: Data generated by IBM SPSS Statistics 22.

Supportive Organizational Culture

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

	Cronbach's Alpha	N of Items
Cronbach's Alpha	Based on Standardized Items	
.862	.873	6

**Item Statistics**

	Mean	Std. Deviation	N
SOC001	3.5667	1.00630	30
SOC002	3.5000	.97379	30
SOC003	3.5000	1.13715	30
SOC004	3.4667	.89955	30
SOC005	3.8667	.73030	30
SOC006	3.6667	.71116	30

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
21.5667	18.116	4.25630	6

**Inter-Item Correlation Matrix**

	SOC001	SOC002	SOC003	SOC004	SOC005	SOC006
SOC001	1.000	.757	.437	.345	.529	.659
SOC002	.757	1.000	.638	.394	.388	.647
SOC003	.437	.638	1.000	.438	.291	.597
SOC004	.345	.394	.438	1.000	.623	.683
SOC005	.529	.388	.291	.623	1.000	.575
SOC006	.659	.647	.597	.683	.575	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SOC001	18.0000	12.276	.685	.695	.834
SOC002	18.0667	12.133	.742	.696	.822
SOC003	18.0667	12.064	.602	.497	.855
SOC004	18.1000	13.403	.593	.599	.850
SOC005	17.7000	14.355	.583	.518	.852
SOC006	17.9000	13.334	.823	.708	.819

Source : Data generated by IBM SPSS Statistics 22.

Organizational Citizenship Behavior

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha	N of Items
	Based on Standardized Items	
.741	.779	24

**Item Statistics**

	Mean	Std. Deviation	N
OCB001	3.5000	.90019	30
OCB002	3.6333	.85029	30
OCB003	3.7000	.95231	30
OCB004	3.7667	.89763	30
OCB005	3.4333	.85836	30
OCB006	3.5667	.77385	30
OCB007	3.7333	.78492	30
OCB008	3.7333	1.01483	30
OCB009	2.8667	1.04166	30
OCB009_recode	3.1333	1.04166	30
OCB010	2.6667	1.12444	30
OCB010_recode	3.3333	1.12444	30
OCB011	2.6667	1.02833	30
OCB011_recode	3.3333	1.02833	30
OCB012	2.9333	.90719	30
OCB012_recode	3.0667	.90719	30
OCB013	3.7667	.77385	30
OCB014	3.4000	.89443	30
OCB015	3.3000	.79438	30
OCB016	3.5000	.82001	30
OCB017	3.5000	.62972	30
OCB018	3.5000	.93772	30
OCB019	3.6000	.77013	30
OCB020	3.5667	.77385	30

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
81.2000	68.510	8.27710	24

**EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.**

Inter-Item Correlation Matrix													
	OCB001	OCB002	OCB003	OCB004	OCB005	OCB006	OCB007	OCB008	OCB009	OCB009_rec ode	OCB010	OCB010_rec ode	OCI
OCB001	1.000	.563	.664	.704	.692	.470	.342	.491	-.331	.331	-.511	.511	
OCB002	.563	1.000	.754	.652	.745	.431	.365	.802	-.213	.213	-.277	.277	
OCB003	.664	.754	1.000	.641	.797	.566	.397	.735	-.355	.355	-.547	.547	
OCB004	.704	.652	.641	1.000	.718	.544	.398	.611	-.403	.403	-.421	.421	
OCB005	.692	.745	.797	.718	1.000	.552	.280	.691	-.396	.396	-.560	.560	
OCB006	.470	.431	.566	.544	.552	1.000	.712	.638	-.459	.459	-.489	.489	
OCB007	.342	.365	.397	.398	.280	.712	1.000	.600	-.298	.298	-.339	.339	
OCB008	.491	.802	.735	.611	.691	.638	.600	1.000	-.296	.296	-.353	.353	
OCB009	-.331	-.213	-.355	-.403	-.396	-.459	-.298	-.296	1.000	-1.000	.785	-.785	
OCB009_recode	.331	.213	.355	.403	.396	.459	.298	.296	-1.000	1.000	-.785	.785	
OCB010	-.511	-.277	-.547	-.421	-.560	-.489	-.339	-.353	.785	-.785	1.000	-1.000	
OCB010_recode	.511	.277	.547	.421	.560	.489	.339	.353	-.785	.785	-1.000	1.000	
OCB011	-.447	-.184	-.352	-.349	-.260	-.188	-.328	-.220	.633	-.633	.765	-.765	
OCB011_recode	.447	.184	.352	.349	.260	.188	.328	.220	-.633	.633	-.765	.765	
OCB012	.084	.101	.136	-.020	.083	-.092	.119	.242	-.319	-.319	.316	-.316	
OCB012_recode	-.084	-.101	-.136	.020	-.083	.092	-.119	-.242	-.319	.319	-.316	.316	
OCB013	.223	.180	.136	.167	.157	.286	.519	.269	-.254	.254	-.291	.291	
OCB014	.086	.109	-.057	.163	.171	-.189	-.138	.084	-.200	.200	-.034	.034	
OCB015	.313	.271	.260	.537	.511	.163	-.088	.274	-.325	.325	-.309	.309	
OCB016	.163	.025	.155	.351	.122	.299	.054	.207	.121	-.121	.150	-.150	
OCB017	.456	.354	.316	.397	.351	.035	-.070	.324	.105	-.105	.000	.000	
OCB018	.347	.454	.367	.389	.278	.119	.187	.616	-.071	.071	-.098	.098	
OCB019	.149	.137	.066	.110	-.146	.046	.445	.344	-.103	-.103	.000	.000	
OCB020	.470	.536	.566	.544	.500	.309	.541	.682	-.117	.117	-.370	.370	

Inter-Item Correlation Matrix													
OCB010	OCB010_rec ode	OCB011	OCB011_rec ode	OCB012	OCB012_rec ode	OCB013	OCB014	OCB015	OCB016	OCB017	OCB018	OCB019	OCI
-.511	.511	-.447	.447	.084	-.084	.223	.086	.313	.163	.456	.347	.149	
-.277	.277	-.184	.184	.101	-.101	.180	.109	.271	.025	.354	.454	.137	
-.547	.547	-.352	.352	.136	-.136	.136	-.057	.260	.155	.316	.367	.066	
-.421	.421	-.349	.349	-.020	.020	.167	.163	.537	.351	.397	.389	.110	
-.560	.560	-.260	.260	.083	-.083	.157	.171	.511	.122	.351	.278	-.146	
-.489	.489	-.188	.188	-.092	.092	.286	-.189	.163	.299	.035	.119	.046	
-.339	.339	-.328	.328	.119	-.119	.519	-.138	-.088	.054	-.070	.187	.445	
-.353	.353	-.220	.220	.242	-.242	.269	.084	.274	.207	.324	.616	.344	
.785	-.785	.633	-.633	.319	-.319	-.254	-.200	-.325	.121	.105	-.071	.103	
-.785	.785	-.633	.633	-.319	.319	.254	.200	.325	-.121	-.105	.071	-.103	
1.000	-1.000	.765	-.765	.316	-.316	-.291	-.034	-.309	.150	.000	-.098	.000	
-1.000	1.000	-.765	.765	-.316	.316	.291	.034	.309	-.150	.000	.098	.000	
.765	-.765	1.000	-1.000	.345	-.345	-.144	-.112	.000	.368	.000	-.322	-.392	
-.765	.765	-1.000	1.000	-.345	.345	.144	.112	.000	-.368	.000	.322	.392	
.316	-.316	.345	-.345	1.000	-1.000	.124	-.178	-.163	.324	.181	.122	.059	
-.316	.316	-.345	.345	-1.000	1.000	-.124	.178	.163	-.324	-.181	-.122	-.059	
-.291	.291	-.144	.144	.124	-.124	1.000	.289	.174	.027	.035	-.024	.243	
-.034	.034	-.112	.112	-.178	.178	.289	1.000	.553	-.235	.490	.370	.090	
-.309	.309	.000	.000	-.163	.163	.174	.553	1.000	.238	.379	.162	-.248	
.150	-.150	.368	-.368	.324	-.324	.027	-.235	.238	1.000	.367	.112	.000	
.000	.000	.000	.000	.181	-.181	.035	.490	.379	.367	1.000	.672	.284	
-.098	.098	-.322	.322	.122	-.122	-.024	.370	.162	.112	.672	1.000	.716	
.000	.000	-.392	.392	.059	-.059	.243	.090	-.248	.000	.284	.716	1.000	
-.370	.370	-.491	.491	.154	-.154	.113	.110	.163	-.027	.389	.689	.625	

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCB001	77.7000	58.355	.679	.	.704
OCB002	77.5667	58.392	.723	.	.703
OCB003	77.5000	57.293	.715	.	.700
OCB004	77.4333	57.151	.778	.	.697
OCB005	77.7667	58.254	.727	.	.702
OCB006	77.6333	61.206	.554	.	.716
OCB007	77.4667	61.775	.496	.	.720
OCB008	77.4667	54.947	.833	.	.687
OCB009	78.3333	75.747	-.459	.	.786
OCB009_recode	78.0667	63.444	.240	.	.736
OCB010	78.5333	78.395	-.560	.	.798
OCB010_recode	77.8667	61.154	.346	.	.728
OCB011	78.5333	75.637	-.458	.	.786
OCB011_recode	77.8667	63.499	.241	.	.736
OCB012	78.2667	67.375	.021	.	.750
OCB012_recode	78.1333	71.292	-.235	.	.766
OCB013	77.4333	64.254	.295	.	.732
OCB014	77.8000	64.993	.188	.	.739
OCB015	77.9000	62.852	.399	.	.726
OCB016	77.7000	65.321	.190	.	.738
OCB017	77.7000	62.838	.528	.	.722
OCB018	77.7000	59.114	.591	.	.710
OCB019	77.6000	64.179	.303	.	.732
OCB020	77.6333	59.620	.694	.	.708

Source: Data generated by IBM SPSS Statistics 22.

Affective Commitment

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.756	.766	9

**Item Statistics**

	Mean	Std. Deviation	N
AF001	3.2333	1.10433	30
AF002	3.7000	.91539	30
AF003	3.0333	.76489	30
AF004	3.3000	.87691	30
AF005	3.3667	.80872	30
AF006	3.3333	.80230	30
AF007	3.3667	.99943	30
AF008	2.9667	.92786	30
AF008_recode	3.0333	.92786	30

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
29.3333	22.6443	4.75854	9

**Inter-Item Correlation Matrix**

	AF001	AF002	AF003	AF004	AF005	AF006	AF007	AF008	AF008_recode
AF001	1.000	.686	.644	.281	.248	.337	.763	-.059	.059
AF002	.686	1.000	.704	.374	.573	.423	.652	-.093	.093
AF003	.644	.704	1.000	.499	.704	.599	.750	.099	-.099
AF004	.281	.374	.499	1.000	.229	.196	.224	.267	-.267
AF005	.248	.573	.704	.229	1.000	.709	.511	-.075	.075
AF006	.337	.423	.599	.196	.709	1.000	.487	.201	-.201
AF007	.763	.652	.750	.224	.511	.487	1.000	-.172	.172
AF008	-.059	-.093	.099	.267	-.075	.201	-.172	1.000	-1.000
AF008_recode	.059	.093	-.099	-.267	.075	-.201	.172	-1.000	1.000

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
AF001	26.1000	15.679	.657	.	.690
AF002	25.6333	16.171	.765	.	.677
AF003	26.3000	16.562	.883	.	.671
AF004	26.0333	19.068	.367	.	.744
AF005	25.9667	17.757	.621	.	.707
AF006	26.0000	18.069	.576	.	.714
AF007	25.9667	15.620	.763	.	.672
AF008	26.3667	23.344	-.174	.	.821
AF008_recode	26.3000	23.666	-.209	.	.826

Source: Data generated by IBM SPSS Statistics 22.

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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Appendix 5: Summary Statistic Result of Variables

67 variables and 106 cases written to range: SPSS.

Variable: DV001	Type: Number	Width: 8	Dec: 2
Variable: DV002	Type: Number	Width: 8	Dec: 2
Variable: DV003	Type: Number	Width: 8	Dec: 2
Variable: DV004	Type: Number	Width: 8	Dec: 2
Variable: DV005	Type: Number	Width: 8	Dec: 2
Variable: DV006	Type: Number	Width: 8	Dec: 2
Variable: DV007	Type: Number	Width: 8	Dec: 2
Variable: EW001	Type: Number	Width: 8	Dec: 2
Variable: EW002	Type: Number	Width: 8	Dec: 2
Variable: EW003	Type: Number	Width: 8	Dec: 2
Variable: EW004	Type: Number	Width: 8	Dec: 2
Variable: EW005	Type: Number	Width: 8	Dec: 2
Variable: EW006	Type: Number	Width: 8	Dec: 2
Variable: EW007	Type: Number	Width: 8	Dec: 2
Variable: EW008	Type: Number	Width: 8	Dec: 2
Variable: EW009	Type: Number	Width: 8	Dec: 2
Variable: EW009_recode	Type: Number	Width: 8	Dec: 2
Variable: EW010	Type: Number	Width: 8	Dec: 2
Variable: SOC001	Type: Number	Width: 8	Dec: 2
Variable: SOC002	Type: Number	Width: 8	Dec: 2
Variable: SOC003	Type: Number	Width: 8	Dec: 2
Variable: SOC004	Type: Number	Width: 8	Dec: 2
Variable: SOC005	Type: Number	Width: 8	Dec: 2
Variable: SOC006	Type: Number	Width: 8	Dec: 2
Variable: OCB001	Type: Number	Width: 8	Dec: 2
Variable: OCB002	Type: Number	Width: 8	Dec: 2
Variable: OCB003	Type: Number	Width: 8	Dec: 2
Variable: OCB004	Type: Number	Width: 8	Dec: 2
Variable: OCB005	Type: Number	Width: 8	Dec: 2
Variable: OCB006	Type: Number	Width: 8	Dec: 2
Variable: OCB007	Type: Number	Width: 8	Dec: 2
Variable: OCB008	Type: Number	Width: 8	Dec: 2
Variable: OCB009	Type: Number	Width: 8	Dec: 2
Variable: OCB009_recode	Type: Number	Width: 8	Dec: 2
Variable: OCB010	Type: Number	Width: 8	Dec: 2
Variable: OCB010_recode	Type: Number	Width: 8	Dec: 2
Variable: OCB011	Type: Number	Width: 8	Dec: 2
Variable: OCB011_recode	Type: Number	Width: 8	Dec: 2
Variable: OCB012	Type: Number	Width: 8	Dec: 2
Variable: OCB012_recode	Type: Number	Width: 8	Dec: 2
Variable: OCB013	Type: Number	Width: 8	Dec: 2
Variable: OCB014	Type: Number	Width: 8	Dec: 2
Variable: OCB015	Type: Number	Width: 8	Dec: 2
Variable: OCB016	Type: Number	Width: 8	Dec: 2
Variable: OCB017	Type: Number	Width: 8	Dec: 2
Variable: OCB018	Type: Number	Width: 8	Dec: 2



EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

Variable: OCB019	Type: Number	Width: 8	Dec: 2
Variable: OCB020	Type: Number	Width: 8	Dec: 2
Variable: AC001	Type: Number	Width: 8	Dec: 2
Variable: AC002	Type: Number	Width: 8	Dec: 2
Variable: AC003	Type: Number	Width: 8	Dec: 2
Variable: AC004	Type: Number	Width: 8	Dec: 2
Variable: AC005	Type: Number	Width: 8	Dec: 2
Variable: AC006	Type: Number	Width: 8	Dec: 2
Variable: AC007	Type: Number	Width: 8	Dec: 2
Variable: AC008	Type: Number	Width: 8	Dec: 2
Variable: AC008_recode	Type: Number	Width: 8	Dec: 2
Variable: emplowell	Type: Number	Width: 8	Dec: 2
Variable: SuppCulture	Type: Number	Width: 8	Dec: 2
Variable: AffeComm	Type: Number	Width: 8	Dec: 2
Variable: OCB	Type: Number	Width: 8	Dec: 2
Variable: MAH_1	Type: Number	Width: 11	Dec: 5
Variable: outlier	Type: Number	Width: 8	Dec: 5
Variable: MAH_2	Type: Number	Width: 11	Dec: 5
Variable: outlier2	Type: Number	Width: 8	Dec: 5
Variable: MAH_3	Type: Number	Width: 11	Dec: 5
Variable: outlier3	Type: Number	Width: 8	Dec: 5

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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Demographic Variables (DV001 - DV007)

DV001	DV002	DV003	DV004	DV005	DV006	DV007
2.00	1.00	4.00	1.00	1.00	2.00	1.00
2.00	2.00	3.00	2.00	1.00	2.00	1.00
3.00	1.00	4.00	1.00	2.00	3.00	1.00
2.00	1.00	2.00	1.00	1.00	2.00	1.00
1.00	2.00	1.00	1.00	1.00	2.00	2.00
3.00	1.00	4.00	1.00	1.00	2.00	1.00
1.00	2.00	1.00	1.00	1.00	2.00	2.00
4.00	1.00	3.00	2.00	2.00	3.00	1.00
3.00	1.00	4.00	2.00	2.00	1.00	1.00
3.00	1.00	3.00	1.00	2.00	2.00	1.00
1.00	2.00	1.00	1.00	1.00	2.00	1.00
1.00	1.00	1.00	1.00	1.00	1.00	1.00
3.00	1.00	5.00	3.00	3.00	2.00	1.00
2.00	2.00	3.00	1.00	1.00	3.00	1.00
3.00	1.00	4.00	1.00	3.00	2.00	1.00
2.00	2.00	4.00	1.00	2.00	2.00	1.00
3.00	1.00	4.00	2.00	4.00	3.00	1.00
2.00	1.00	3.00	1.00	1.00	1.00	1.00
2.00	1.00	2.00	1.00	2.00	3.00	1.00
2.00	1.00	3.00	2.00	3.00	2.00	1.00
2.00	1.00	2.00	1.00	2.00	2.00	1.00
3.00	2.00	4.00	2.00	2.00	2.00	1.00
4.00	1.00	5.00	3.00	2.00	4.00	1.00
2.00	2.00	3.00	2.00	2.00	2.00	1.00
1.00	1.00	1.00	1.00	1.00	1.00	2.00
2.00	1.00	3.00	1.00	2.00	2.00	1.00
2.00	1.00	3.00	2.00	2.00	2.00	2.00
2.00	2.00	3.00	1.00	2.00	1.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	2.00
3.00	2.00	4.00	1.00	3.00	2.00	1.00
1.00	1.00	2.00	1.00	1.00	2.00	2.00
3.00	2.00	4.00	2.00	3.00	3.00	1.00
3.00	1.00	4.00	1.00	1.00	2.00	1.00
2.00	1.00	2.00	1.00	2.00	1.00	1.00
3.00	2.00	2.00	1.00	2.00	1.00	1.00
2.00	1.00	3.00	2.00	2.00	2.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	1.00
2.00	2.00	3.00	1.00	2.00	3.00	1.00
1.00	1.00	2.00	1.00	1.00	2.00	2.00
1.00	2.00	2.00	1.00	1.00	1.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	2.00
2.00	1.00	3.00	2.00	2.00	2.00	1.00
2.00	1.00	3.00	2.00	2.00	2.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	1.00
2.00	2.00	2.00	1.00	1.00	3.00	1.00
2.00	2.00	3.00	1.00	2.00	3.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	2.00
1.00	2.00	2.00	1.00	1.00	1.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	2.00
2.00	1.00	3.00	2.00	2.00	2.00	1.00
2.00	1.00	3.00	2.00	2.00	2.00	1.00
2.00	1.00	1.00	1.00	1.00	2.00	1.00
2.00	2.00	2.00	1.00	1.00	3.00	1.00
2.00	2.00	3.00	1.00	2.00	3.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	2.00
1.00	2.00	2.00	1.00	1.00	1.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	2.00
2.00	1.00	3.00	2.00	2.00	2.00	1.00
2.00	1.00	3.00	2.00	2.00	2.00	1.00
2.00	1.00	1.00	1.00	1.00	2.00	1.00
2.00	2.00	2.00	1.00	1.00	3.00	1.00
2.00	2.00	3.00	1.00	2.00	3.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	2.00
2.00	1.00	2.00	1.00	2.00	1.00	1.00
2.00	1.00	3.00	1.00	3.00	2.00	1.00
3.00	1.00	5.00	4.00	4.00	3.00	1.00
4.00	1.00	5.00	2.00	3.00	2.00	1.00
2.00	2.00	2.00	1.00	1.00	1.00	1.00
2.00	2.00	4.00	1.00	1.00	2.00	1.00
2.00	1.00	2.00	1.00	3.00	2.00	1.00
3.00	1.00	5.00	1.00	3.00	1.00	1.00
3.00	1.00	5.00	4.00	3.00	2.00	1.00
1.00	2.00	1.00	1.00	1.00	2.00	1.00
3.00	2.00	4.00	3.00	3.00	2.00	1.00

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

3.00	1.00	4.00	2.00	2.00	2.00	1.00
1.00	2.00	3.00	4.00	1.00	2.00	1.00
2.00	2.00	4.00	1.00	1.00	2.00	1.00
4.00	1.00	4.00	4.00	2.00	2.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	2.00
1.00	1.00	2.00	1.00	1.00	1.00	1.00
1.00	1.00	2.00	1.00	1.00	1.00	1.00
1.00	1.00	1.00	1.00	1.00	2.00	1.00
3.00	1.00	4.00	1.00	2.00	3.00	1.00
4.00	2.00	5.00	1.00	3.00	2.00	1.00
4.00	2.00	4.00	1.00	3.00	2.00	1.00
5.00	2.00	5.00	4.00	4.00	2.00	2.00
2.00	2.00	4.00	1.00	1.00	2.00	1.00
4.00	1.00	5.00	4.00	3.00	2.00	1.00
5.00	1.00	5.00	4.00	3.00	2.00	1.00
2.00	2.00	2.00	1.00	2.00	2.00	1.00
3.00	2.00	3.00	2.00	2.00	2.00	1.00
3.00	2.00	3.00	4.00	2.00	2.00	1.00
3.00	1.00	4.00	1.00	3.00	2.00	1.00
4.00	1.00	5.00	2.00	2.00	2.00	1.00
4.00	2.00	5.00	4.00	4.00	2.00	1.00
2.00	1.00	2.00	1.00	1.00	2.00	1.00
2.00	1.00	1.00	1.00	1.00	2.00	1.00
2.00	1.00	5.00	1.00	1.00	2.00	1.00
2.00	2.00	3.00	2.00	2.00	3.00	1.00
2.00	2.00	3.00	1.00	1.00	2.00	1.00
1.00	1.00	2.00	1.00	1.00	2.00	1.00
2.00	2.00	4.00	1.00	1.00	2.00	1.00
2.00	1.00	2.00	1.00	1.00	3.00	1.00
2.00	2.00	3.00	1.00	1.00	2.00	1.00
2.00	2.00	3.00	1.00	1.00	2.00	2.00
3.00	2.00	5.00	2.00	3.00	3.00	1.00
3.00	1.00	4.00	1.00	2.00	2.00	1.00
2.00	2.00	2.00	3.00	1.00	2.00	1.00
2.00	1.00	5.00	4.00	1.00	2.00	1.00
3.00	1.00	5.00	4.00	2.00	2.00	1.00
4.00	1.00	5.00	4.00	3.00	3.00	1.00
2.00	1.00	4.00	4.00	1.00	2.00	1.00

Source: Data generated by IBM SPSS Statistics 22.

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

Employee Wellness (EW001 - EW010)

EW001	EW002	EW003	EW004	EW005	EW006	EW007	EW008	EW009	EW009_rec ode	EW010
4.00	5.00	3.00	4.00	5.00	4.00	4.00	3.00	1.00	5.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	2.00
4.00	4.00	4.00	5.00	4.00	4.00	3.00	4.00	1.00	5.00	5.00
4.00	4.00	5.00	4.00	4.00	4.00	3.00	3.00	1.00	5.00	2.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00
5.00	5.00	5.00	4.00	4.00	3.00	4.00	3.00	3.00	3.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00
4.00	4.00	4.00	4.00	3.00	4.00	5.00	4.00	2.00	4.00	2.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00
4.00	4.00	4.00	5.00	5.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	3.00	4.00	3.00	3.00	5.00	3.00	2.00	4.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	1.00	5.00	5.00
4.00	4.00	4.00	5.00	5.00	4.00	4.00	4.00	2.00	4.00	4.00
4.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	1.00	5.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00	5.00
4.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00
5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	1.00
4.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	1.00	5.00	5.00
4.00	5.00	4.00	4.00	4.00	5.00	5.00	4.00	2.00	4.00	4.00
5.00	4.00	4.00	4.00	4.00	5.00	5.00	4.00	2.00	4.00	4.00
4.00	4.00	5.00	4.00	5.00	4.00	4.00	4.00	1.00	5.00	5.00
4.00	4.00	3.00	3.00	3.00	4.00	4.00	4.00	3.00	3.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00
4.00	5.00	4.00	4.00	4.00	4.00	5.00	4.00	2.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00	3.00
4.00	5.00	4.00	4.00	4.00	5.00	5.00	4.00	2.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00
4.00	4.00	4.00	5.00	4.00	5.00	5.00	4.00	2.00	4.00	5.00
5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00	5.00
4.00	5.00	4.00	5.00	4.00	4.00	5.00	4.00	1.00	5.00	4.00
5.00	5.00	4.00	5.00	4.00	4.00	5.00	4.00	2.00	4.00	3.00
4.00	5.00	4.00	5.00	4.00	4.00	5.00	4.00	1.00	5.00	4.00
5.00	4.00	3.00	5.00	4.00	5.00	5.00	4.00	1.00	5.00	5.00
4.00	4.00	5.00	4.00	5.00	4.00	4.00	4.00	1.00	5.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	1.00	5.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00	1.00	5.00	5.00
4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	5.00	1.00	2.00
4.00	4.00	4.00	4.00	5.00	5.00	4.00	5.00	4.00	2.00	2.00
4.00	4.00	4.00	4.00	5.00	5.00	4.00	5.00	4.00	2.00	2.00
5.00	5.00	5.00	5.00	3.00	4.00	5.00	4.00	1.00	5.00	1.00
4.00	4.00	4.00	5.00	4.00	5.00	5.00	5.00	1.00	5.00	5.00
4.00	5.00	5.00	5.00	4.00	5.00	4.00	4.00	1.00	5.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	1.00	3.00
4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	1.00	5.00	5.00
5.00	5.00	4.00	4.00	4.00	4.00	5.00	5.00	1.00	5.00	5.00
5.00	5.00	4.00	5.00	4.00	4.00	5.00	3.00	1.00	5.00	3.00
2.00	2.00	4.00	4.00	4.00	2.00	4.00	4.00	2.00	4.00	4.00
3.00	3.00	4.00	3.00	3.00	4.00	4.00	3.00	1.00	5.00	5.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	1.00	5.00	5.00
5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00	4.00
4.00	3.00	3.00	3.00	3.00	5.00	5.00	4.00	1.00	5.00	5.00
4.00	4.00	5.00	5.00	5.00	5.00	4.00	5.00	2.00	4.00	4.00
5.00	4.00	5.00	5.00	5.00	5.00	5.00	4.00	1.00	5.00	5.00
4.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00	5.00
5.00	5.00	5.00	5.00	5.00	4.00	5.00	4.00	1.00	5.00	5.00
5.00	5.00	5.00	5.00	4.00	5.00	5.00	4.00	1.00	5.00	5.00
4.00	3.00	3.00	3.00	2.00	5.00	4.00	4.00	4.00	2.00	3.00
2.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	3.00	3.00	2.00
4.00	4.00	3.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00	3.00
4.00	4.00	4.00	3.00	3.00	2.00	4.00	2.00	1.00	5.00	5.00
4.00	2.00	4.00	3.00	3.00	4.00	3.00	3.00	2.00	4.00	2.00
4.00	4.00	3.00	3.00	3.00	4.00	3.00	1.00	1.00	5.00	1.00
4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	1.00	5.00	5.00
5.00	5.00	5.00	5.00	4.00	5.00	5.00	5.00	1.00	5.00	4.00
4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	1.00	5.00	1.00

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

4.00	4.00	4.00	5.00	4.00	5.00	5.00	4.00	1.00	5.00	5.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	2.00	4.00	4.00
2.00	2.00	3.00	2.00	3.00	4.00	3.00	3.00	1.00	5.00	5.00
4.00	2.00	2.00	2.00	2.00	3.00	2.00	5.00	1.00	5.00	1.00
2.00	2.00	4.00	3.00	4.00	3.00	3.00	2.00	2.00	4.00	5.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00	2.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00	2.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	4.00	5.00	4.00	1.00	5.00	5.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	1.00	5.00	5.00
5.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	1.00	5.00	5.00
4.00	4.00	3.00	4.00	3.00	5.00	4.00	5.00	2.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	4.00	5.00	5.00	1.00	5.00	5.00
3.00	3.00	3.00	3.00	2.00	5.00	4.00	3.00	1.00	5.00	4.00
4.00	4.00	2.00	2.00	2.00	4.00	4.00	2.00	4.00	2.00	2.00
2.00	4.00	4.00	4.00	4.00	4.00	3.00	5.00	1.00	5.00	5.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	1.00	5.00	5.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	1.00	5.00	5.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	1.00	5.00	5.00
4.00	3.00	3.00	4.00	3.00	4.00	4.00	4.00	1.00	5.00	4.00
2.00	2.00	2.00	2.00	3.00	4.00	2.00	3.00	1.00	5.00	5.00
3.00	2.00	4.00	3.00	3.00	4.00	3.00	3.00	1.00	5.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00	3.00	3.00	5.00
3.00	3.00	4.00	4.00	4.00	4.00	2.00	3.00	1.00	5.00	5.00
2.00	2.00	2.00	3.00	2.00	2.00	3.00	4.00	1.00	5.00	5.00
3.00	3.00	3.00	4.00	4.00	4.00	3.00	4.00	1.00	5.00	1.00
3.00	1.00	2.00	3.00	3.00	3.00	3.00	3.00	1.00	5.00	1.00
2.00	2.00	3.00	3.00	3.00	2.00	3.00	3.00	1.00	5.00	5.00
2.00	2.00	3.00	4.00	4.00	4.00	2.00	4.00	1.00	5.00	5.00
2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	2.00	4.00	3.00
4.00	5.00	4.00	5.00	4.00	4.00	5.00	4.00	1.00	5.00	4.00
2.00	2.00	2.00	2.00	3.00	4.00	2.00	4.00	4.00	2.00	2.00
2.00	2.00	2.00	2.00	2.00	2.00	2.00	5.00	2.00	4.00	2.00
5.00	5.00	4.00	5.00	4.00	5.00	5.00	4.00	2.00	4.00	3.00
3.00	3.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00
2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	4.00	2.00	2.00
1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	4.00	4.00
3.00	1.00	3.00	3.00	3.00	3.00	1.00	3.00	5.00	1.00	1.00

Source: Data generated by IBM SPSS Statistics 22.

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

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Supportive Organizational Culture ( SOC001 - SOC006) & Organizational  
Citizenship Behavior ( OCB001 - OCB 005)

SOC00 1	SOC00 2	SOC00 3	SOC00 4	SOC00 5	SOC00 6	OCB00 1	OCB00 2	OCB00 3	OCB00 4	OCB00 5
4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
5.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	5.00	5.00	4.00	4.00	4.00	5.00	4.00
5.00	4.00	4.00	4.00	5.00	4.00	4.00	2.00	4.00	4.00	4.00
5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	3.00	2.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	5.00	4.00
5.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00	5.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00	5.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00	5.00	4.00
4.00	5.00	5.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00
4.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	4.00
5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00	3.00
5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00	4.00
4.00	5.00	5.00	4.00	5.00	4.00	4.00	5.00	4.00	4.00	5.00
4.00	4.00	4.00	5.00	5.00	5.00	4.00	4.00	5.00	5.00	4.00
4.00	4.00	4.00	3.00	5.00	5.00	3.00	3.00	4.00	4.00	4.00
4.00	5.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00
4.00	5.00	4.00	5.00	4.00	5.00	4.00	4.00	4.00	5.00	5.00
4.00	5.00	4.00	4.00	5.00	5.00	4.00	5.00	5.00	4.00	5.00
4.00	5.00	4.00	4.00	4.00	5.00	5.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	4.00	5.00	4.00	4.00	4.00	5.00	5.00	4.00
4.00	5.00	5.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00
4.00	4.00	4.00	4.00	5.00	5.00	4.00	4.00	5.00	5.00	5.00
4.00	4.00	5.00	4.00	5.00	5.00	5.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	4.00	5.00	4.00	4.00	4.00	5.00	5.00	4.00
4.00	5.00	5.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00
4.00	4.00	4.00	4.00	5.00	5.00	4.00	4.00	5.00	5.00	5.00
4.00	4.00	5.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	4.00	5.00	4.00	4.00	4.00	5.00	5.00	4.00
4.00	5.00	5.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00
4.00	4.00	4.00	4.00	5.00	5.00	4.00	4.00	5.00	5.00	5.00
4.00	4.00	5.00	4.00	5.00	5.00	5.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	4.00	5.00	4.00	4.00	4.00	5.00	5.00	4.00
4.00	5.00	5.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00
3.00	3.00	4.00	3.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00
4.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	2.00	3.00	2.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	4.00	4.00
5.00	5.00	5.00	4.00	4.00	4.00	5.00	5.00	4.00	5.00	4.00
4.00	4.00	3.00	3.00	4.00	4.00	5.00	5.00	5.00	4.00	4.00
4.00	4.00	4.00	5.00	5.00	4.00	4.00	5.00	5.00	4.00	4.00
5.00	4.00	5.00	4.00	4.00	4.00	5.00	5.00	4.00	4.00	4.00
5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	3.00	3.00	4.00	3.00	4.00	3.00	4.00	3.00	4.00
4.00	5.00	4.00	5.00	4.00	5.00	4.00	4.00	4.00	3.00	3.00
3.00	3.00	3.00	3.00	5.00	3.00	3.00	3.00	3.00	3.00	3.00
3.00	3.00	3.00	3.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00
5.00	5.00	5.00	5.00	4.00	5.00	4.00	5.00	5.00	4.00	4.00
5.00	5.00	5.00	4.00	5.00	4.00	4.00	4.00	5.00	5.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00	4.00	5.00
5.00	5.00	5.00	4.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00
5.00	2.00	5.00	4.00	3.00	5.00	3.00	4.00	4.00	3.00	3.00
4.00	1.00	5.00	5.00	5.00	4.00	2.00	2.00	2.00	2.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	4.00	3.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	5.00	4.00
5.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00
4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00	5.00	5.00	4.00	5.00	4.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	3.00	5.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
4.00	4.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	4.00	5.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	4.00	2.00	4.00	4.00	4.00
4.00	4.00	1.00	4.00	1.00	5.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	2.00	3.00	3.00	2.00	3.00	3.00	4.00	4.00	2.00
4.00	5.00	3.00	4.00	4.00	5.00	4.00	4.00	5.00	4.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	5.00	5.00	5.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	2.00	4.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	3.00	4.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00
2.00	2.00	3.00	2.00	3.00	3.00	2.00	3.00	3.00	3.00	2.00
4.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
5.00	5.00	4.00	4.00	4.00	4.00	5.00	5.00	4.00	4.00	4.00
1.00	1.00	1.00	1.00	1.00	1.00	2.00	3.00	3.00	3.00	3.00

Source: Data generated by IBM SPSS Statistics 22.

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

Organizational Citizenship Behavior ( OCB006 - OCB 017)

OC B0 06	OC B0 07	OC B0 08	OC B0 09	OCB0 09_re code	OC B0 10	OCB0 10_re code	OC B0 11	OCB0 11_re code	OC B0 12	OCB0 12_re code	OC B0 13	OC B0 14	OC B0 15	OC B0 16	OC B0 17
4.00	3.00	4.00	2.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00
4.00	4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	2.00	5.00	5.00	5.00	5.00	4.00
4.00	4.00	3.00	4.00	2.00	2.00	4.00	3.00	3.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	4.00	3.00	3.00	4.00	3.00	3.00	2.00	3.00
5.00	5.00	4.00	2.00	4.00	2.00	4.00	1.00	5.00	4.00	2.00	4.00	4.00	4.00	5.00	5.00
4.00	4.00	2.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	2.00	4.00	1.00	5.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	4.00	2.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	4.00	5.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	3.00	4.00	4.00
5.00	4.00	4.00	1.00	5.00	2.00	4.00	1.00	5.00	2.00	4.00	4.00	4.00	4.00	4.00	5.00
4.00	4.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	2.00	4.00	1.00	5.00	2.00	4.00	2.00	4.00	5.00	4.00	4.00	4.00	4.00
4.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	4.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	5.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	4.00	4.00
5.00	4.00	5.00	1.00	5.00	2.00	4.00	2.00	4.00	2.00	4.00	5.00	4.00	4.00	5.00	3.00
4.00	5.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
5.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	3.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	3.00	3.00	3.00	3.00
4.00	4.00	2.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	1.00	5.00	1.00	5.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
3.00	4.00	3.00	3.00	3.00	4.00	2.00	4.00	2.00	4.00	2.00	5.00	1.00	2.00	3.00	4.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	4.00	5.00
4.00	5.00	5.00	2.00	4.00	2.00	4.00	2.00	4.00	1.00	5.00	5.00	4.00	5.00	4.00	4.00
4.00	5.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	5.00	4.00	5.00	5.00	2.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	2.00	4.00	5.00	4.00	4.00	5.00	4.00
5.00	5.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
4.00	5.00	4.00	1.00	5.00	2.00	4.00	2.00	4.00	2.00	4.00	5.00	4.00	4.00	4.00	4.00



**EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.**

4.0	4.0	4.0	1.0	5.00	2.0	4.00	2.0	4.00	2.0	4.00	5.0	5.0	5.0	3.0	1.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	5.0	5.0	1.0	5.00	1.0	5.00	1.0	5.00	1.0	5.00	4.0	4.0	2.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	3.0	3.0	2.0	4.00	2.0	4.00	3.0	3.00	1.0	5.00	5.0	5.0	5.0	5.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	5.0	2.0	2.0	4.00	2.0	4.00	1.0	5.00	4.0	2.00	4.0	4.0	5.0	4.0	2.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	4.0	4.0	1.0	5.00	1.0	5.00	1.0	5.00	1.0	5.00	4.0	4.0	4.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	5.0	4.0	1.0	5.00	1.0	5.00	1.0	5.00	1.0	5.00	5.0	5.0	5.0	5.0	5.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	5.0	4.0	1.0	5.00	1.0	5.00	1.0	5.00	1.0	5.00	5.0	5.0	5.0	5.0	5.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	4.0	5.0	4.0	2.00	5.0	1.00	4.0	2.00	4.0	2.00	5.0	4.0	4.0	5.0	5.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	4.0	4.0	1.0	5.00	1.0	5.00	2.0	4.00	1.0	5.00	4.0	4.0	4.0	5.0	3.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	5.0	4.0	2.0	4.00	1.0	5.00	2.0	4.00	2.0	4.00	5.0	5.0	5.0	5.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	3.0	3.0	3.0	3.00	3.0	3.00	3.0	3.00	3.0	3.00	3.0	3.0	3.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	5.0	5.0	1.0	5.00	1.0	5.00	1.0	5.00	1.0	5.00	5.0	4.0	5.0	4.0	5.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	5.0	4.0	2.0	4.00	2.0	4.00	1.0	5.00	4.0	2.00	4.0	4.0	4.0	5.0	5.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	4.0	4.0	2.0	4.00	2.0	4.00	2.0	4.00	2.0	4.00	4.0	4.0	4.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	4.0	5.0	1.0	5.00	1.0	5.00	1.0	5.00	2.0	4.00	4.0	4.0	4.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	4.0	4.0	2.0	4.00	2.0	4.00	2.0	4.00	2.0	4.00	3.0	3.0	3.0	4.0	3.0
0	0	0	0		0		0		0		0	0	0	0	0
3.0	3.0	3.0	3.0	3.00	3.0	3.00	3.0	3.00	3.0	3.00	3.0	3.0	3.0	3.0	3.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	5.0	5.0	2.0	4.00	2.0	4.00	2.0	4.00	1.0	5.00	5.0	5.0	5.0	5.0	5.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	3.0	4.0	5.0	1.00	5.0	1.00	2.0	4.00	3.0	3.00	5.0	3.0	3.0	4.0	3.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	4.0	4.0	2.0	4.00	1.0	5.00	2.0	4.00	1.0	5.00	4.0	4.0	4.0	5.0	5.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	4.0	3.0	1.0	5.00	1.0	5.00	1.0	5.00	1.0	5.00	5.0	4.0	4.0	5.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	5.0	4.0	1.0	5.00	2.0	4.00	1.0	5.00	5.0	1.00	5.0	4.0	5.0	5.0	5.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	4.0	1.0	1.0	5.00	2.0	4.00	2.0	4.00	5.0	1.00	4.0	4.0	4.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	5.0	1.0	1.0	5.00	1.0	5.00	1.0	5.00	5.0	1.00	4.0	4.0	5.0	5.0	5.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	4.0	4.0	4.0	2.00	4.0	2.00	4.0	2.00	4.0	2.00	4.0	4.0	4.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
3.0	3.0	3.0	3.0	3.00	3.0	3.00	5.0	1.00	4.0	2.00	2.0	3.0	4.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	4.0	4.0	2.0	4.00	2.0	4.00	2.0	4.00	2.0	4.00	4.0	4.0	4.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	4.0	3.0	2.0	4.00	1.0	5.00	1.0	5.00	2.0	4.00	3.0	3.0	3.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
3.0	3.0	3.0	3.0	3.00	3.0	3.00	3.0	3.00	3.0	3.00	3.0	3.0	3.0	3.0	3.0
0	0	0	0		0		0		0		0	0	0	0	0
3.0	3.0	3.0	3.0	3.00	3.0	3.00	3.0	3.00	3.0	3.00	3.0	3.0	3.0	3.0	3.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	4.0	5.0	2.0	4.00	1.0	5.00	2.0	4.00	1.0	5.00	4.0	4.0	5.0	5.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	5.0	4.0	1.0	5.00	1.0	5.00	2.0	4.00	1.0	5.00	5.0	4.0	4.0	5.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	4.0	4.0	4.0	2.00	1.0	5.00	1.0	5.00	1.0	5.00	4.0	4.0	4.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
5.0	5.0	5.0	1.0	5.00	1.0	5.00	1.0	5.00	1.0	5.00	4.0	5.0	5.0	5.0	2.0
0	0	0	0		0		0		0		0	0	0	0	0
4.0	4.0	4.0	1.0	5.00	2.0	4.00	2.0	4.00	2.0	4.00	4.0	4.0	4.0	4.0	4.0
0	0	0	0		0		0		0		0	0	0	0	0
3.0	3.0	3.0	3.0	3.00	3.0	3.00	1.0	5.00	1.0	5.00	3.0	3.0	3.0	3.0	1.0
0	0	0	0		0		0		0		0	0	0	0	0

**EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.**

2.00	3.00	3.00	3.00	3.00	2.00	4.00	3.00	3.00	3.00	3.00	5.00	4.00	2.00	3.00	2.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	3.00	4.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	2.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	5.00	5.00	5.00	5.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	2.00	5.00	5.00	5.00	5.00	5.00
5.00	5.00	4.00	1.00	5.00	1.00	5.00	3.00	3.00	1.00	5.00	5.00	4.00	4.00	5.00	4.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	2.00	5.00	4.00	4.00	4.00	4.00
4.00	5.00	5.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
5.00	4.00	5.00	2.00	4.00	2.00	4.00	2.00	4.00	1.00	5.00	4.00	4.00	4.00	5.00	4.00
5.00	5.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	5.00	4.00	4.00	4.00	5.00
3.00	3.00	3.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	3.00	3.00	3.00	3.00	3.00
5.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	4.00	4.00
5.00	5.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00
4.00	5.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00
5.00	5.00	4.00	1.00	5.00	2.00	4.00	1.00	5.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00
5.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	5.00	4.00	4.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	2.00	4.00	4.00	2.00	5.00	4.00	4.00	4.00	4.00
5.00	5.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00
5.00	4.00	5.00	2.00	4.00	2.00	4.00	1.00	5.00	5.00	1.00	4.00	5.00	4.00	4.00	1.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	3.00	4.00	4.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	5.00	2.00	4.00	1.00	5.00	1.00	5.00	3.00	3.00	5.00	5.00	5.00	5.00	4.00
5.00	4.00	4.00	1.00	5.00	2.00	4.00	2.00	4.00	1.00	5.00	5.00	5.00	5.00	5.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
2.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
5.00	4.00	4.00	2.00	4.00	1.00	5.00	1.00	5.00	2.00	4.00	5.00	4.00	4.00	5.00	2.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	4.00	5.00
4.00	3.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	3.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00
4.00	4.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
3.00	2.00	2.00	3.00	3.00	2.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	2.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	5.00	4.00	4.00	4.00	4.00	5.00
4.00	4.00	4.00	1.00	5.00	1.00	5.00	2.00	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00
3.00	3.00	3.00	2.00	4.00	4.00	2.00	3.00	3.00	4.00	2.00	3.00	2.00	2.00	3.00	2.00

Source: Data generated by IBM SPSS Statistics 22.

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

Organizational Citizenship Behavior ( OCB018 - OCB 020) & Affective  
Commitment ( AC001- AC008)

OCB018	OCB019	OCB020	AC001	AC002	AC003	AC004	AC005	AC006	AC007	AC008	AC008_rec ode
5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	2.00	5.00	1.00	5.00
4.00	5.00	5.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00	4.00	2.00
4.00	4.00	4.00	5.00	4.00	4.00	2.00	2.00	4.00	4.00	2.00	4.00
4.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00
4.00	4.00	5.00	4.00	5.00	2.00	5.00	2.00	2.00	5.00	1.00	5.00
4.00	5.00	5.00	4.00	2.00	4.00	3.00	4.00	4.00	3.00	2.00	4.00
3.00	4.00	4.00	4.00	4.00	3.00	3.00	4.00	4.00	4.00	2.00	4.00
4.00	5.00	5.00	4.00	4.00	4.00	4.00	5.00	5.00	4.00	1.00	5.00
4.00	4.00	4.00	3.00	3.00	2.00	4.00	3.00	4.00	3.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	2.00	4.00
4.00	4.00	4.00	3.00	3.00	2.00	3.00	3.00	4.00	3.00	2.00	4.00
5.00	5.00	5.00	5.00	3.00	3.00	5.00	5.00	5.00	5.00	1.00	5.00
4.00	4.00	4.00	4.00	4.00	5.00	5.00	4.00	4.00	4.00	4.00	2.00
4.00	5.00	4.00	5.00	5.00	5.00	3.00	4.00	4.00	4.00	1.00	5.00
2.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	5.00	5.00	5.00	4.00	5.00	4.00	5.00	1.00	5.00
4.00	4.00	4.00	4.00	5.00	4.00	5.00	5.00	4.00	5.00	1.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	3.00	4.00	3.00	3.00	4.00	2.00	4.00
5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	1.00
5.00	5.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	2.00	4.00	4.00	3.00	3.00	4.00	3.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	2.00	4.00
5.00	4.00	4.00	5.00	4.00	5.00	4.00	5.00	5.00	5.00	1.00	5.00
4.00	5.00	5.00	5.00	4.00	5.00	4.00	4.00	4.00	4.00	1.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	1.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	3.00	4.00	3.00	3.00	4.00	2.00	4.00
5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	1.00
5.00	5.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	2.00	4.00	4.00	3.00	3.00	4.00	3.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	2.00	4.00
5.00	4.00	4.00	5.00	4.00	5.00	4.00	5.00	5.00	5.00	1.00	5.00
4.00	5.00	5.00	5.00	4.00	5.00	4.00	4.00	4.00	4.00	1.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	3.00	4.00	3.00	3.00	4.00	2.00	4.00
5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	1.00
5.00	5.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
3.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00
5.00	5.00	5.00	4.00	5.00	4.00	3.00	3.00	2.00	5.00	2.00	4.00
4.00	4.00	3.00	4.00	3.00	4.00	4.00	3.00	4.00	4.00	2.00	4.00
4.00	4.00	5.00	5.00	5.00	5.00	4.00	5.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	3.00	5.00	2.00	4.00
5.00	5.00	5.00	4.00	3.00	3.00	4.00	4.00	4.00	4.00	1.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00
5.00	4.00	5.00	5.00	4.00	4.00	2.00	5.00	4.00	4.00	1.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

3.00	4.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	2.00	2.00	3.00	4.00	3.00	3.00	3.00	3.00
3.00	3.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00	2.00	4.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3.00	3.00	3.00	3.00	2.00	4.00	4.00	3.00	3.00	4.00	3.00	3.00
4.00	4.00	4.00	5.00	5.00	4.00	4.00	5.00	4.00	5.00	1.00	5.00
4.00	4.00	5.00	5.00	5.00	4.00	5.00	4.00	5.00	5.00	1.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	1.00	5.00
5.00	5.00	5.00	5.00	5.00	5.00	4.00	5.00	5.00	5.00	2.00	4.00
4.00	5.00	5.00	4.00	4.00	5.00	4.00	4.00	4.00	4.00	2.00	4.00
3.00	3.00	3.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
2.00	3.00	3.00	2.00	5.00	1.00	2.00	5.00	3.00	3.00	3.00	3.00
2.00	4.00	4.00	4.00	2.00	2.00	3.00	3.00	4.00	4.00	2.00	4.00
3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
5.00	5.00	5.00	5.00	5.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
5.00	5.00	5.00	5.00	5.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	5.00	1.00	5.00
4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	1.00	5.00
4.00	4.00	4.00	5.00	4.00	5.00	5.00	5.00	5.00	5.00	1.00	5.00
4.00	4.00	5.00	5.00	5.00	4.00	5.00	5.00	4.00	4.00	1.00	5.00
5.00	4.00	5.00	5.00	3.00	3.00	5.00	5.00	5.00	5.00	1.00	5.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	5.00	3.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	1.00	5.00
5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	5.00	5.00	1.00	5.00
5.00	5.00	5.00	5.00	4.00	5.00	5.00	5.00	5.00	4.00	1.00	5.00
4.00	4.00	4.00	5.00	5.00	5.00	4.00	5.00	4.00	5.00	1.00	5.00
4.00	4.00	4.00	5.00	4.00	4.00	2.00	4.00	4.00	4.00	2.00	4.00
5.00	5.00	5.00	5.00	5.00	3.00	3.00	5.00	3.00	5.00	1.00	5.00
5.00	4.00	4.00	4.00	4.00	5.00	4.00	5.00	4.00	5.00	2.00	4.00
4.00	4.00	4.00	2.00	3.00	2.00	4.00	3.00	3.00	3.00	4.00	2.00
3.00	3.00	3.00	4.00	4.00	5.00	5.00	5.00	2.00	5.00	1.00	5.00
3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	3.00	4.00	1.00	5.00
4.00	4.00	4.00	4.00	5.00	3.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	5.00	3.00	4.00	4.00	4.00	4.00	2.00	4.00
3.00	3.00	3.00	3.00	3.00	4.00	3.00	4.00	3.00	4.00	3.00	3.00
3.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	4.00	4.00	2.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
5.00	4.00	4.00	4.00	4.00	5.00	4.00	5.00	5.00	4.00	1.00	5.00
3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
4.00	5.00	4.00	5.00	5.00	4.00	4.00	2.00	4.00	4.00	1.00	5.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3.00	2.00	3.00	3.00	3.00	3.00	2.00	2.00	2.00	3.00	3.00	3.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	2.00	2.00	2.00	4.00
4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
2.00	2.00	2.00	3.00	2.00	3.00	3.00	3.00	2.00	2.00	3.00	3.00

Source: Data generated by IBM SPSS Statistics 22.

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

Computing Variables

emply ell	SuppCultu re	AffeCo mm	OCB	MAH_1	outlier	MAH_2	outlier2	MAH_3	outlier3
4.11	4.17	4.00	4.70	0.05242	0.00314	0.06274	0.00410	0.06274	0.00410
3.78	4.00	3.63	3.70	0.05653	0.00351	0.07397	0.00523	0.07397	0.00523
3.78	4.17	3.63	4.25	0.05653	0.00351	0.08777	0.00674	0.08777	0.00674
4.11	4.33	4.13	4.40	0.05242	0.00314	0.09537	0.00761	0.09537	0.00761
4.00	4.33	3.75	3.75	0.00539	0.00010	0.09539	0.00761	0.09539	0.00761
4.00	4.33	3.50	4.10	0.00539	0.00010	0.09539	0.00761	0.09539	0.00761
4.00	4.00	3.75	3.10	0.00539	0.00010	0.10626	0.00892	0.10626	0.00892
4.00	4.00	4.38	4.30	0.00539	0.00010	0.10626	0.00892	0.10626	0.00892
4.00	4.00	3.25	4.10	0.00539	0.00010	0.10626	0.00892	0.10626	0.00892
4.00	4.00	3.75	4.25	0.00539	0.00010	0.10626	0.00892	0.10626	0.00892
4.00	4.00	4.75	4.25	0.00539	0.00010	0.10626	0.00892	0.10626	0.00892
3.67	4.00	3.13	3.95	0.15471	0.01545	0.15625	0.01568	0.15625	0.01568
4.22	4.33	4.50	4.35	0.14786	0.01447	0.16096	0.01637	0.16096	0.01637
4.22	4.17	4.00	4.25	0.14786	0.01447	0.18563	0.02012	0.18563	0.02012
4.22	4.17	4.38	4.20	0.14786	0.01447	0.18563	0.02012	0.18563	0.02012
4.11	4.00	4.00	3.25	0.05242	0.00314	0.22083	0.02584	0.22083	0.02584
4.11	4.00	3.75	4.15	0.05242	0.00314	0.22083	0.02584	0.22083	0.02584
4.11	4.00	4.75	4.20	0.05242	0.00314	0.22083	0.02584	0.22083	0.02584
4.33	4.33	4.63	4.25	0.29170	0.03842	0.29217	0.03851	0.29217	0.03851
4.33	4.33	3.88	4.10	0.29170	0.03842	0.29217	0.03851	0.29217	0.03851
4.33	4.33	3.75	4.15	0.29170	0.03842	0.29217	0.03851	0.29217	0.03851
4.33	4.33	4.00	4.30	0.29170	0.03842	0.29217	0.03851	0.29217	0.03851
3.56	4.00	3.63	3.65	0.30129	0.04021	0.30415	0.04075	0.30415	0.04075
4.11	4.50	3.88	4.00	0.05242	0.00314	0.31871	0.04353	0.31871	0.04353
4.22	4.50	3.75	4.20	0.14786	0.01447	0.32701	0.04513	0.32701	0.04513
4.22	4.50	3.75	4.25	0.14786	0.01447	0.32701	0.04513	0.32701	0.04513
4.33	4.17	3.38	3.20	0.29170	0.03842	0.37414	0.05447	0.37414	0.05447
4.33	4.17	3.75	3.95	0.29170	0.03842	0.37414	0.05447	0.37414	0.05447
4.00	4.50	3.75	4.55	0.00539	0.00010	0.37603	0.05485	0.37603	0.05485
4.33	4.50	4.75	4.45	0.29170	0.03842	0.40093	0.05995	0.40093	0.05995
4.44	4.33	4.38	4.50	0.48395	0.07760	0.48901	0.07870	0.48901	0.07870
4.44	4.33	3.88	4.35	0.48395	0.07760	0.48901	0.07870	0.48901	0.07870
4.44	4.33	3.88	4.50	0.48395	0.07760	0.48901	0.07870	0.48901	0.07870
4.44	4.33	4.50	4.45	0.48395	0.07760	0.48901	0.07870	0.48901	0.07870
4.44	4.50	4.25	4.05	0.48395	0.07760	0.54047	0.09008	0.54047	0.09008
4.33	4.00	3.75	4.40	0.29170	0.03842	0.64682	0.11436	0.64682	0.11436
4.22	4.67	4.00	3.90	0.14786	0.01447	0.68379	0.12299	0.68379	0.12299
4.22	4.67	4.38	4.05	0.14786	0.01447	0.68379	0.12299	0.68379	0.12299
3.44	4.17	3.75	4.20	0.49628	0.08029	0.70335	0.12759	0.70335	0.12759
4.11	4.67	4.25	4.80	0.05242	0.00314	0.73278	0.13453	0.73278	0.13453
4.11	4.67	4.50	4.80	0.05242	0.00314	0.73278	0.13453	0.73278	0.13453
4.56	4.50	3.88	3.80	0.72461	0.13260	0.74562	0.13757	0.74562	0.13757
4.56	4.50	4.25	3.95	0.72461	0.13260	0.74562	0.13757	0.74562	0.13757
4.56	4.50	4.38	4.45	0.72461	0.13260	0.74562	0.13757	0.74562	0.13757
4.56	4.50	5.00	3.55	0.72461	0.13260	0.74562	0.13757	0.74562	0.13757
4.44	4.67	4.63	4.60	0.48395	0.07760	0.78265	0.14639	0.78265	0.14639
4.56	4.67	3.75	4.45	0.72461	0.13260	0.93050	0.18194	0.93050	0.18194
4.44	4.00	4.00	4.00	0.48395	0.07760	0.95824	0.18864	0.95824	0.18864
3.33	4.17	4.38	4.20	0.73968	0.13617	1.03978	0.20837	1.03978	0.20837
3.56	3.50	3.00	3.45	0.30129	0.04021	1.06331	0.21406	1.06331	0.21406
3.22	4.00	3.75	3.00	1.03147	0.20636	1.14156	0.23295	1.14156	0.23295
4.44	4.83	3.75	4.60	0.48395	0.07760	1.21555	0.25072	1.21555	0.25072
3.89	3.50	3.75	3.40	0.00675	0.00015	1.33212	0.27848	1.33212	0.27848
4.56	4.00	4.50	4.45	0.72461	0.13260	1.33528	0.27923	1.33528	0.27923
4.78	4.50	4.63	4.45	1.35113	0.28297	1.35278	0.28336	1.35278	0.28336
4.22	3.67	3.88	4.55	0.14786	0.01447	1.40394	0.29539	1.40394	0.29539
4.78	4.33	4.13	3.85	1.35113	0.28297	1.47320	0.31153	1.47320	0.31153
4.78	4.33	4.13	4.30	1.35113	0.28297	1.47320	0.31153	1.47320	0.31153
3.33	4.33	3.75	3.60	0.73968	0.13617	1.47348	0.31160	1.47348	0.31160
3.11	4.00	4.00	3.00	1.37168	0.28781	1.55193	0.32966	1.55193	0.32966

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
AND AFFECTIVE COMMITMENT.

4.00	3.50	3.00	3.90	0.00539	0.00010	1.55296	0.32990	1.55296	0.32990
3.44	4.50	3.88	3.75	0.49628	0.08029	1.64688	0.35119	1.64688	0.35119
3.33	3.33	3.00	3.00	0.73968	0.13617	1.73208	0.37018	1.73208	0.37018
3.33	3.33	3.25	3.00	0.73968	0.13617	1.73208	0.37018	1.73208	0.37018
3.89	4.83	4.63	4.40	0.00675	0.00015	1.74700	0.37346	1.74700	0.37346
4.89	4.67	4.75	4.55	1.73700	0.37126	1.76778	0.37803	1.76778	0.37803
4.67	4.00	4.13	4.05	1.01367	0.20205	1.77794	0.38025	1.77794	0.38025
4.44	5.00	4.75	4.60	0.48395	0.07760	1.83917	0.39355	1.83917	0.39355
4.89	4.83	4.13	4.25	1.73700	0.37126	1.97150	0.42166	1.97150	0.42166
3.00	4.00	3.25	3.20	1.76029	0.37639	2.02791	0.43337	2.02791	0.43337
3.00	4.00	3.00	2.80	1.76029	0.37639	2.02791	0.43337	2.02791	0.43337
3.00	4.00	3.25	3.80	1.76029	0.37639	2.02791	0.43337	2.02791	0.43337
3.00	4.00	4.00	3.70	1.76029	0.37639	2.02791	0.43337	2.02791	0.43337
4.11	5.00	4.00	4.40	0.05242	0.00314	2.13307	0.45475	2.13307	0.45475
4.11	5.00	4.00	4.45	0.05242	0.00314	2.13307	0.45475	2.13307	0.45475
4.78	5.00	4.88	4.45	1.35113	0.28297	2.13582	0.45530	2.13582	0.45530
5.00	4.67	5.00	4.20	2.17127	0.46237	2.17811	0.46373	2.17811	0.46373
4.78	4.00	4.88	4.15	1.35113	0.28297	2.28621	0.48483	2.28621	0.48483
4.00	5.00	4.63	4.25	0.00539	0.00010	2.36228	0.49930	2.36228	0.49930
4.89	5.00	4.50	4.70	1.73700	0.37126	2.36593	0.49999	2.36593	0.49999
3.44	3.17	3.25	3.20	0.49628	0.08029	2.45005	0.51561	2.45005	0.51561
2.89	4.00	4.00	4.40	2.19730	0.46752	2.56952	0.53714	2.56952	0.53714
3.89	5.00	5.00	5.00	0.00675	0.00015	2.65710	0.55243	2.65710	0.55243
5.00	5.00	4.75	4.70	2.17127	0.46237	2.66167	0.55322	2.66167	0.55322
5.00	5.00	4.75	4.80	2.17127	0.46237	2.66167	0.55322	2.66167	0.55322
5.00	5.00	4.75	4.55	2.17127	0.46237	2.66167	0.55322	2.66167	0.55322
5.00	4.17	3.88	4.05	2.17127	0.46237	2.88316	0.59001	2.88316	0.59001
3.78	5.00	4.25	5.00	0.05653	0.00351	3.01754	0.61107	3.01754	0.61107
2.78	4.00	4.38	4.10	2.68272	0.55683	3.17674	0.63483	3.17674	0.63483
3.33	3.00	2.75	3.85	0.73968	0.13617	3.34404	0.65844	3.34404	0.65844
4.00	3.17	4.38	3.00	0.00539	0.00010	3.47102	0.67546	3.47102	0.67546
3.56	3.00	3.75	3.95	0.30129	0.04021	3.53894	0.68425	3.53894	0.68425
2.78	4.17	4.13	4.40	2.68272	0.55683	3.70620	0.70501	3.70620	0.70501
3.67	3.00	3.38	3.00	0.15471	0.01545	3.73481	0.70844	3.73481	0.70844
2.89	3.00	2.88	2.95	2.19730	0.46752	3.74166	0.70925	3.74166	0.70925
2.89	3.00	3.00	3.00	2.19730	0.46752	3.74166	0.70925	3.74166	0.70925
3.33	4.83	4.50	4.40	0.73968	0.13617	3.91889	0.72964	3.91889	0.72964
2.78	3.00	3.00	3.00	2.68272	0.55683	4.00511	0.73909	4.00511	0.73909
4.44	3.33	4.13	4.30	0.48395	0.07760	4.18534	0.75787	4.18534	0.75787
2.56	4.00	4.00	3.75	3.79877	0.71597	4.58804	0.79543	4.58804	0.79543
2.56	4.00	4.00	4.05	3.79877	0.71597	4.58804	0.79543	4.58804	0.79543
4.56	3.33	3.00	4.00	0.72461	0.13260	4.79157	0.81229	4.79157	0.81229
2.89	2.50	2.63	2.65	2.19730	0.46752	6.90244	0.92493	6.90244	0.92493
2.00	3.67	3.25	4.25	7.43597	0.94077	7.97569	0.95348	7.97569	0.95348
1.33	4.33	4.00	4.20	13.3979 8	0.99615	19.7811 3	0.99981	19.7811 3	0.99981
2.33	1.00	2.63	2.60	5.10844	0.83597	25.2193 1	0.99999	25.2193 1	0.99999

Source: Data generated by IBM SPSS Statistics 22.

Appendix 6: Descriptive Analysis of Demographic Variables (N=106)

**Statistics**

		DV001	DV002	DV003	DV004	DV005	DV006	DV007
N	Valid	106	106	106	106	106	106	106
	Missing	0	0	0	0	0	0	0

**DV001**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 years old	21	19.8	19.8	19.8
	Between 25 and 34 years old	46	43.4	43.4	63.2
	Between 35 and 44 years old	25	23.6	23.6	86.8
	Between 45 to 54 years old	11	10.4	10.4	97.2
	55 years old and above	3	2.8	2.8	100.0
Total		106	100.0	100.0	

**DV002**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	59	55.7	55.7	55.7
	Female	47	44.3	44.3	100.0
Total		106	100.0	100.0	

**DV003**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	15	14.2	14.2	14.2
	1 – 3 years	22	20.8	20.8	34.9
	4 – 6 years	24	22.6	22.6	57.5
	7 – 9 years	27	25.5	25.5	83.0
	10 years and above	18	17.0	17.0	100.0
Total		106	100.0	100.0	

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
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**DV004**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	66	62.3	62.3	62.3
	Masters	21	19.8	19.8	82.1
	Phd /DBA/ Ed. D/ D. Phil	5	4.7	4.7	86.8
	Professional (specify) e.g LLB, ACCA	14	13.2	13.2	100.0
	Total	106	100.0	100.0	

**DV005**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM4,000	51	48.1	48.1	48.1
	Between RM4,000 – RM7,000	32	30.2	30.2	78.3
	Between RM7,001 – RM10,000	19	17.9	17.9	96.2
	Between RM10,001 – RM13,000	4	3.8	3.8	100.0
	Total	106	100.0	100.0	

**DV006**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	15	14.2	14.2	14.2
	Chinese	74	69.8	69.8	84.0
	India	16	15.1	15.1	99.1
	Other	1	.9	.9	100.0
	Total	106	100.0	100.0	

**DV007**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	93	87.7	87.7	87.7
	Contract	13	12.3	12.3	100.0
	Total	106	100.0	100.0	



Appendix 7: Reliability Test of Variables (N=106)

Employee Wellness

Case Processing Summary

		N	%
Cases	Valid	106	100.0
	Excluded <sup>a</sup>	0	.0
	Total	106	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.821	.846	11

Item Statistics

	Mean	Std. Deviation	N
EW001	3.8774	.95322	106
EW002	3.8396	1.07912	106
EW003	3.8302	.93066	106
EW004	3.9906	.93090	106
EW005	3.8208	.85965	106
EW006	4.0094	.88904	106
EW007	4.0094	.97096	106
EW008	3.9151	.85209	106
EW009	1.7642	1.10023	106
EW009_recode	4.2358	1.10023	106
EW010	3.8491	1.29315	106

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
41.1415	43.799	6.61807	11

Inter-Item Correlation Matrix

	EW001	EW002	EW003	EW004	EW005	EW006	EW007	EW008	EW009	EW009_recode	EW010
EW001	1.000	.832	.696	.718	.589	.586	.742	.444	-.110	.110	.108
EW002	.832	1.000	.731	.766	.657	.538	.792	.451	-.136	.136	.235
EW003	.696	.731	1.000	.746	.771	.474	.613	.462	-.179	.179	.335
EW004	.718	.766	.746	1.000	.795	.564	.717	.563	-.235	.235	.260
EW005	.589	.657	.771	.795	1.000	.513	.550	.551	-.126	.126	.310
EW006	.586	.538	.474	.564	.513	1.000	.574	.504	-.134	.134	.159
EW007	.742	.792	.613	.717	.550	.574	1.000	.484	-.185	.185	.282
EW008	.444	.451	.462	.563	.551	.504	.484	1.000	-.093	.093	.170
EW009	-.110	-.136	-.179	-.235	-.126	-.134	-.185	-.093	1.000	-1.000	-.494
EW009_recode	.110	.136	.179	.235	.126	.134	.185	.093	-1.000	1.000	.494
EW010	.108	.235	.335	.260	.310	.159	.282	.170	-.494	.494	1.000

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
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**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EW001	37.2642	34.349	.764	.	.782
EW002	37.3019	32.518	.822	.	.772
EW003	37.3113	34.274	.795	.	.779
EW004	37.1509	33.806	.843	.	.775
EW005	37.3208	35.172	.774	.	.784
EW006	37.1321	36.363	.620	.	.796
EW007	37.1321	34.001	.782	.	.779
EW008	37.2264	37.148	.570	.	.801
EW009	39.3774	48.885	-.409	.	.886
EW009_recode	36.9057	41.134	.103	.	.844
EW010	37.2925	37.637	.283	.	.833

Source: Data generated by IBM SPSS Statistics 22.

Supportive Organizational Culture

**Case Processing Summary**

		N	%
Cases	Valid	106	100.0
	Excluded <sup>a</sup>	0	.0
	Total	106	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.899	6

**Item Statistics**

	Mean	Std. Deviation	N
SOC001	4.1604	.67805	106
SOC002	4.2075	.82482	106
SOC003	4.0566	.83757	106
SOC004	4.0755	.71312	106
SOC005	4.1698	.79847	106
SOC006	4.2170	.78078	106

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
41.1415	43.799	6.61807	11

**Inter-Item Correlation Matrix**

	SOC001	SOC002	SOC003	SOC004	SOC005	SOC006
SOC001	1.000	.655	.604	.664	.459	.563
SOC002	.655	1.000	.465	.605	.467	.551
SOC003	.604	.465	1.000	.647	.655	.622
SOC004	.664	.605	.647	1.000	.630	.757
SOC005	.459	.467	.655	.630	1.000	.613
SOC006	.563	.551	.622	.757	.613	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SOC001	20.7264	10.601	.715	.585	.880
SOC002	20.6792	10.125	.650	.498	.890
SOC003	20.8302	9.723	.726	.577	.878
SOC004	20.8113	10.021	.816	.692	.865
SOC005	20.7170	10.110	.683	.527	.884
SOC006	20.6698	9.880	.759	.623	.872

Source: Data generated by IBM SPSS Statistics 22.

Organizational Citizenship Behavior

**Case Processing Summary**

		N	%
Cases	Valid	106	100.0
	Excluded <sup>a</sup>	0	.0
	Total	106	100.0

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.823	.870	24

a. Listwise deletion based on all variables in the procedure.

**Item Statistics**

	Mean	Std. Deviation	N
OCB001	3.9906	.77454	106
OCB002	4.0377	.77980	106
OCB003	4.1604	.69195	106
OCB004	4.0094	.68306	106
OCB005	3.9245	.62789	106
OCB006	4.1226	.69970	106
OCB007	4.0660	.70736	106
OCB008	3.8302	.82198	106
OCB009	1.8962	.95548	106
OCB009_recode	4.1038	.95548	106
OCB010	1.8208	.92373	106
OCB010_recode	4.1792	.92373	106
OCB011	1.8208	.87066	106
OCB011_recode	4.1792	.87066	106
OCB012	2.1604	1.16404	106
OCB012_recode	3.8396	1.16404	106
OCB013	4.1321	.74419	106
OCB014	3.9340	.69377	106
OCB015	3.9623	.77980	106
OCB016	4.0849	.75741	106
OCB017	3.8302	.95091	106
OCB018	3.9528	.76073	106
OCB019	4.0660	.73379	106
OCB020	4.1038	.71620	106

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
88.2075	79.118	8.89485	24

**EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
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Inter-Item Correlation Matrix													
	OCB001	OCB002	OCB003	OCB004	OCB005	OCB006	OCB007	OCB008	OCB009	OCB009_recode	OCB010	OCB010_recode	OCB011
OCB001	1.000	.663	.678	.540	.625	.600	.627	.356	-.490	.490	-.522	.522	-.483
OCB002	.663	1.000	-.642	.554	.551	.567	-.531	.263	-.378	.378	-.361	.361	-.425
OCB003	.678	.642	1.000	.662	.664	.706	.679	.333	-.407	.407	-.431	.431	-.458
OCB004	.540	.554	-.662	1.000	.623	.575	-.531	.376	-.407	.407	-.420	.420	-.365
OCB005	.625	.551	.664	.623	1.000	.563	.655	.399	-.410	.410	-.352	.352	-.408
OCB006	.600	.567	.706	.575	.563	1.000	-.599	.417	-.422	.422	-.393	.393	-.479
OCB007	.627	.531	.679	.531	.655	.599	1.000	.445	-.525	.525	-.492	.492	-.460
OCB008	.356	.263	-.333	.376	.399	.417	.445	1.000	-.241	.241	-.266	.266	-.282
OCB009	-.490	-.378	-.407	-.407	-.410	-.422	-.525	-.241	1.000	-1.000	.723	-.723	.607
OCB009_recode	.490	.378	.407	.407	.410	.422	.525	.241	-1.000	1.000	-.723	.723	-.607
OCB010	-.522	-.361	-.431	-.420	-.352	-.393	-.492	-.266	.723	-1.000	1.000	-1.000	.718
OCB010_recode	.522	.361	.431	.420	.352	.393	.492	.266	-.723	.723	-1.000	1.000	-.718
OCB011	-.483	-.425	-.458	-.365	-.408	-.479	-.460	-.282	.607	-.607	.718	-.718	1.000
OCB011_recode	.483	.425	.458	.365	.408	.479	.460	.282	-.607	.607	-.718	.718	-1.000
OCB012	-.220	-.101	-.257	-.182	-.322	-.235	-.244	-.399	.332	-.332	.514	-.514	.386
OCB012_recode	.220	.101	.257	.182	.322	.235	.244	.399	-.332	.332	-.514	.514	-.386
OCB013	.465	.336	.513	.522	.470	.426	.526	.411	-.356	.356	-.325	.325	-.316
OCB014	.619	.515	.498	.443	.469	.468	.514	.448	-.413	.413	-.539	.539	-.461
OCB015	.630	.551	.576	.501	.519	.515	.574	.376	-.414	.414	-.472	.472	-.417
OCB016	.602	.511	.573	.459	.474	.663	.594	.436	-.383	.383	-.441	.441	-.338
OCB017	.425	.368	.433	.237	.393	.347	.456	.243	-.229	.229	-.306	.306	-.210
OCB018	.646	.613	.557	.496	.690	.512	.608	.322	-.295	.295	-.351	.351	-.401
OCB019	.588	.495	.523	.474	.672	.466	.634	.398	-.303	.303	-.334	.334	-.369
OCB020	.689	.470	.581	.446	.632	.564	.682	.338	-.360	.360	-.432	.432	-.398

Inter-Item Correlation Matrix											
OCB011	OCB011_recode	OCB012	OCB012_recode	OCB013	OCB014	OCB015	OCB016	OCB017	OCB018	OCB019	OCB020
-.483	.483	-.220	.220	.465	.619	.630	.602	.425	.646	.588	.689
-.425	.425	-.101	.101	.336	.515	.551	.511	.368	.613	.495	.470
-.458	.458	-.257	.257	.513	.498	.576	.573	.433	.557	.523	.581
-.365	.365	-.182	.182	.522	.443	.501	.459	.237	.496	.474	.446
-.408	.408	-.322	.322	.470	.469	.519	.474	.393	.690	.672	.632
-.479	.479	-.235	.235	.426	.468	.515	.663	.347	.512	.466	.564
-.460	.460	-.244	.244	.526	.514	.574	.594	.456	.608	.634	.682
-.282	.282	-.399	.399	.411	.448	.376	.436	.243	.322	.398	.338
.607	-.607	.332	-.332	-.356	-.413	-.414	-.383	-.229	-.295	-.303	-.360
-.607	.607	-.332	.332	.356	.413	.414	.383	.229	.295	.303	.360
.718	-.718	.514	-.514	-.325	-.539	-.472	-.441	-.306	-.351	-.334	-.432
-.718	.718	-.514	.514	.325	.539	.472	.441	.306	.351	.334	.432
1.000	-1.000	.386	-.386	-.316	-.461	-.417	-.338	-.210	-.401	-.369	-.398
-1.000	1.000	-.386	.386	.316	.461	.417	.338	.210	.401	.369	.398
.386	-.386	1.000	-1.000	-.190	-.305	-.245	-.221	-.199	-.153	-.191	-.237
-.386	.386	-1.000	1.000	.190	.305	.245	.221	.199	.153	.191	.237
-.316	.316	-.190	.190	1.000	.570	.534	.571	.315	.465	.507	.492
-.461	.461	-.305	.305	.570	1.000	.805	.681	.358	.535	.570	.570
-.417	.417	-.245	.245	.534	.805	1.000	.731	.441	.575	.637	.570
-.338	.338	-.221	.221	.571	.681	.731	1.000	.536	.635	.590	.633
-.210	.210	-.199	.199	.315	.358	.441	.536	1.000	.542	.576	.585
-.401	.401	-.153	.153	.465	.535	.575	.635	.542	1.000	.756	.778
-.369	.369	-.191	.191	.507	.570	.637	.590	.576	.756	1.000	.820
-.398	.398	-.237	.237	.492	.570	.570	.633	.585	.778	.820	1.000

EMPLOYEE WELLNESS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR  
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**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCB001	84.2170	68.533	.779	.	.800
OCB002	84.1698	69.761	.672	.	.804
OCB003	84.0472	69.798	.765	.	.802
OCB004	84.1981	71.151	.651	.	.807
OCB005	84.2830	70.852	.745	.	.805
OCB006	84.0849	70.345	.706	.	.804
OCB007	84.1415	69.532	.770	.	.802
OCB008	84.3774	71.742	.481	.	.812
OCB009	86.3113	88.521	-.574	.	.859
OCB009_recode	84.1038	71.542	.412	.	.814
OCB010	86.3868	88.773	-.604	.	.859
OCB010_recode	84.0283	71.171	.455	.	.812
OCB011	86.3868	87.916	-.585	.	.856
OCB011_recode	84.0283	71.837	.442	.	.813
OCB012	86.0472	86.864	-.419	.	.860
OCB012_recode	84.3679	74.082	.184	.	.829
OCB013	84.0755	70.737	.625	.	.806
OCB014	84.2736	70.277	.719	.	.804
OCB015	84.2453	68.682	.760	.	.800
OCB016	84.1226	68.756	.779	.	.800
OCB017	84.3774	69.513	.549	.	.808
OCB018	84.2547	68.706	.780	.	.800
OCB019	84.1415	69.075	.779	.	.801
OCB020	84.1038	69.161	.793	.	.800

Source: Data generated by IBM SPSS Statistics 22.

Affective Commitment

**Case Processing Summary**

		N	%
Cases	Valid	106	100.0
	Excluded <sup>a</sup>	0	.0
	Total	106	100.0

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.689	.721	9

a. Listwise deletion based on all variables in the procedure.

**Item Statistics**

	Mean	Std. Deviation	N
AC001	4.1226	.73941	106
AC002	4.0377	.80385	106
AC003	3.8585	.88843	106
AC004	3.7075	.90466	106
AC005	4.0283	.81014	106
AC006	3.8396	.79447	106
AC007	4.0472	.72219	106
AC008	1.9340	.91827	106
AC008_recode	4.0660	.91827	106

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
33.6415	16.232	4.02892	9

**Inter-Item Correlation Matrix**

	AC001	AC002	AC003	AC004	AC005	AC006	AC007	AC008	AC008_recode
AC001	1.000	.569	.578	.325	.439	.488	.595	-.521	.521
AC002	.569	1.000	.448	.264	.393	.293	.505	-.409	.409
AC003	.578	.448	1.000	.315	.442	.399	.441	-.327	.327
AC004	.325	.264	.315	1.000	.362	.292	.429	-.276	.276
AC005	.439	.393	.442	.362	1.000	.540	.519	-.382	.382
AC006	.488	.293	.399	.292	.540	1.000	.378	-.263	.263
AC007	.595	.505	.441	.429	.519	.378	1.000	-.397	.397
AC008	-.521	-.409	-.327	-.276	-.382	-.263	-.397	1.000	-1.000
AC008_recode	.521	.409	.327	.276	.382	.263	.397	-1.000	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
AC001	29.5189	12.081	.701	.	.599
AC002	29.6038	12.413	.560	.	.623
AC003	29.7830	11.772	.602	.	.608
AC004	29.9340	12.577	.442	.	.645
AC005	29.6132	12.068	.623	.	.609
AC006	29.8019	12.541	.544	.	.627
AC007	29.5943	12.320	.669	.	.607
AC008	31.7075	20.857	-.652	.	.844
AC008_recode	29.5755	13.294	.313	.	.674

Source : Data generated by IBM SPSS Statistics 22.



Appendix 8: Descriptive Analysis of Variables (N=106)

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
emplowell	106	1.33	5.00	3.9476	.71421
SuppCulture	106	1.00	5.00	4.1478	.62839
AffeComm	106	2.63	5.00	3.9634	.57086
OCB	106	2.60	5.00	4.0255	.54951
Valid N (listwise)	106				

Source: Data generated by IBM SPSS Statistics 22.