

# **Enhancing Business Operations: The Role of Psychosocial Safety Climate and Organisational Citizenship Behaviour in Managing Employee Stress**

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## **Abstract**

Managing employee emotional stress presents a significant challenge in contemporary business and operations management. Work-related stress contributes to the loss of approximately 12 billion workdays annually, imposing a financial burden exceeding US\$1 trillion on the global economy. In Australia alone, inadequate management of employees' mental health results in annual losses surpassing \$11 billion. Emotional stress often stems from the disparity between workplace demands and employees' capacity to manage these demands, especially during organisational change, where new tasks and pressures can intensify stress levels and adversely affect change outcomes. Emerging research underscores the critical role of a psychosocial safety climate (PSC) in alleviating these stresses. This study explores the relationship between PSC and organisational citizenship behaviour (OCB) during organisational change, aiming to provide actionable insights for practical business settings. It posits that a PSC can foster enhanced OCB, improving overall business operations and management. Employing a quantitative methodology, this study utilises a cross-sectional questionnaire survey distributed among operational-level employees in manufacturing firms in Sri Lanka. This methodological approach is chosen for its robustness in yielding statistical evidence on the correlation between PCS and employee OCB. The primary objective is to elucidate how a supportive PCS can mitigate emotional stress, promote OCB, and optimise business operations during organisational transitions. The findings of this study are anticipated to contribute valuable knowledge to the fields of business and operations management, offering evidence-based strategies for fostering a healthier work environment that enhances both employee well-being and organisational performance.

## **Keywords**

Emotional stress, Organisational change, Psychosocial safety climate, Organisational citizenship behaviour (OCB), Business management, Operations management.