

Organizational Citizenship Behavior and Its Relation to Employee Green Behavior in a Service Provider Company

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Abstract. The research problem centers on understanding the intricate relationship between Organizational Citizenship Behavior (OCB) and Employee Green Behavior (EGB) within organizations, particularly regarding increasing environmental challenges and the need for sustainable practices. Despite recognizing OCB and EGB as critical for achieving competitive advantage and fostering a positive organizational culture, there remains a significant gap in the literature regarding how these constructs relate. This study aims to determine organizational citizenship behavior and employee green behavior in a service provider company. This study employed a descriptive-correlational research design and used a researcher-made questionnaire as a data-gathering tool. The total participants was 142 rank-and-file employees in a service provider company in Bacolod City. The researchers employed a simple random sampling technique to choose the samples. The statistical tools utilized were mean, standard deviation, Mann-Whitney U test, Kruskal-Wallis test, and Spearman Rho correlation. The results showed that the overall level of organizational citizenship behavior in terms of altruism, sportsmanship, courtesy, civic virtue, and conscientiousness was good. At the same time, the level of employee green behavior was also good. The level of organizational citizenship behavior, altruism, sportsmanship, courtesy, civic virtue, and conscientiousness, and when grouped according to civil status, revealed no significance. Moreover, the analysis revealed statistically significant differences in dimensions of environmentally friendly practices, specifically in avoiding harm and influencing others. Lastly, the results showed a significant relationship between the extent of organizational citizenship behavior and employee green behavior. Overall, the study provided management insights into sustainable practices and green initiatives.

Keywords: Employee green behavior; Organizational citizenship behavior; Philippines; Service provider.

1.0 Introduction

Many businesses today feel strongly obligated to prioritize environmental responsibility in light of the growing social and environmental challenges facing our world (Khmara & Kronenberg, 2018). The environmental impact of business operations, particularly among service provider companies, is a multifaceted issue that deserves serious attention (Rosenblum et al., 2000, cited by Pérez-Urrestarazu et al., 2015). The ethical conduct of employees varies in complexity (Hunt and Vitell, 1986, cited in Bhattacharya et al., 2022). As organizations increasingly rely on collaborative processes, the significance of Organizational Citizenship Behavior (OCB) and Employee Green Behavior (EGB) has grown. OCB reflects employee actions that extend beyond their prescribed job responsibilities, benefiting their organization (Khaskheli et al., 2020). Research highlights that OCB is critical for cultivating a

positive workplace environment, enhancing organizational performance, and promoting employee welfare and satisfaction.

In the context of escalating environmental concerns, understanding the relationship between OCB and employees' environmentally-friendly behaviors becomes crucial (Azam et al., 2022). By exploring this connection, organizations can implement measures to foster a culture of ecological awareness, encourage employee involvement, and contribute meaningfully to environmental conservation efforts (Al-Swidi et al., 2021). Despite efforts to implement sustainability programs, many organizations within the service provider industry still struggle with inconsistent employee participation in green behaviors (Farooq et al., 2018). Existing literature on OCB has extensively explored its dimensions—such as altruism, sportsmanship, courtesy, and civic virtue—and their impacts on organizational performance and employee outcomes (Organ, 1988; Hidayat & Tannady, 2023; Grego-Planer, 2019). However, a notable gap exists in understanding how these dimensions interact and influence one another within specific organizational cultures. For instance, while altruism has been linked to increased job satisfaction (Grant & Mayer, 2009; Liao, 2022), the mediating roles of sportsmanship or courtesy in this relationship require further examination. Additionally, research on the longitudinal effects of sustained OCB on employee retention and organizational commitment remains limited.

Some studies emphasize the importance of employee behaviors in promoting environmental responsibility within organizations (Saeed et al., 2019). However, comprehensive investigations are still lacking into how OCB, characterized by voluntary, extra-role behaviors, influences or is influenced by employee engagement in green initiatives. Addressing this gap is vital to understanding how OCB contributes to environmental responsibility (Tian & Robertson, 2019). This study focuses on a service provider company, a highly interactive context that relies on employee performance. By illuminating the relationships between OCB and EGB, this research seeks to enhance employee experiences and environmental initiatives. Moreover, by examining employee behavior and how organizations function, this research offers practical ideas for promoting eco-friendly actions and improving how organizations work in the face of environmental changes. The service provider sector often lacks sufficient empirical research on these topics; thus, this study aims to fill existing gaps in the literature, providing valuable data for academia and industry practitioners.

2.0 Methodology

2.1 Research Design

This study employed a descriptive-correlational research design to gather and present data on population characteristics and the relationships between key variables. The researchers used descriptive research to determine the participants' organizational citizenship behavior (OCB) level across five dimensions: altruism, sportsmanship, courtesy, civic virtue, and conscientiousness. Furthermore, they assessed employee green behavior by examining transforming, conserving, avoiding harm, influencing others, and taking initiative. Finally, the study investigated the relationship between participants' organizational citizenship and green behavior within a service provider company.

2.2 Research Locale

This research was conducted in a government-owned financial institution in the Philippines, which plays a pivotal role in addressing the national need for savings and affordable housing for Filipino workers. Renowned as one of the country's top employers, this institution operates nationwide and exemplifies excellence in public service. Examining its employees offers valuable insights into how government organizations foster organizational citizenship and environmental behaviors. The study specifically focused on one of its branches located in a Philippine city, providing a localized perspective on these behaviors within the broader operational framework of the institution.

2.3 Research Participants

The study population consisted of rank-and-file employees from all departments within the service provider company, including administrative, accounting, loan support, collection, and treasury departments. This study focused exclusively on rank-and-file employees, who constitute a significant portion of the workforce. By examining their behaviors, the study provides valuable insights into organizational citizenship behavior and green behavior, offering a broader perspective beyond the management level. Using Yamane's formula for

identifying the right sample size in research when the total population is known, a sample size of 142 out of a total population of 220 was determined. This means that by collecting data from 142 rank-and-file employees from various departments of the service provider company, the researchers could obtain statistically reliable results that reflect the characteristics of the entire population of interest. The participants were selected through simple random sampling using a spin-the-wheel application. The Spin the Wheel app is valuable for research purposes, such as randomly selecting participants from a pool. The researcher input the names of all participants into the wheel, ensuring an unbiased and random selection process. This method is beneficial in ensuring random sampling, which is crucial for maintaining the integrity and validity of research findings.

2.4 Research Instrument

This study adapted questionnaires from Nguyen Ngoc Duy Phuong and Le Nguyen Thanh Dong (2021) for organizational citizenship behavior and McConnaughy (2014) for employee green behavior. The researchers modified the contents of the adapted questionnaires to suit the needs of the study. The researchers subjected the adapted questionnaires to a validity test using the Lawshe Content Validity Ratio. The Lawshe method requires a content evaluation expert panel to provide feedback on how well each question measures the construct. Seven validators, whose expertise is related to human resource management, human behavior, and research, participated in the evaluation. The Lawshe validation instrument helped evaluate the questionnaire by identifying each question and determining if they were “essential,” “useful but not essential,” or “not necessary.” The CVR per item had to be 0.99 to be included in the final questionnaire. Based on the content validity ratio, 16 of the 20 questions in OCB were included, while in the EGB, out of 37 items, 19 items were included. The researchers recruited 30 participants from a service provider company to answer the questionnaire for the pilot test. The data from these participants were not included in the actual study sample. To assess the reliability of the questionnaire, the researchers used Cronbach’s Alpha, where a result closer to 1.0 indicates higher internal consistency. The OCB questionnaire yielded a reliability result of 0.929, and the EGB questionnaire yielded 0.927, and both were considered reliable.

2.5 Data Gathering Procedure

This study followed specific procedures to gather data successfully and ethically. First, to ensure ethical compliance and secure permission to conduct the research, a formal letter was made to the head of a service provider company requesting approval to conduct a survey within their organization. Upon receiving approval, the researchers approached potential participants and presented them with an Informed Consent Form. This form clearly outlined the purpose of the study, the voluntary nature of participation, the confidentiality measures in place, and the potential risks and benefits associated with their involvement. Participants were given ample time to review the form and ask any questions before deciding whether to participate. Distributing and collecting the survey questionnaires involved personally handing out the questionnaires to the participants at their workplace, providing clear instructions for completion, and arranging a specific time for collecting the completed forms. After retrieving the completed questionnaires, the researchers carefully compiled and prepared the raw data for analysis. The data was then processed using appropriate statistical tools and computer software to ensure accuracy and efficiency in deriving meaningful insights.

2.6 Data Analysis

The researchers analyzed Organizational Citizenship Behavior (OCB) and employee green behavior using mean and standard deviation to understand their levels within the workforce. To explore significant differences in these behaviors based on demographic factors such as sex, age, and length of service, we employed the Mann-Whitney U test. The researchers chose this test because the Kolmogorov-Smirnov normality test revealed p-values below .05 for all profile variables, indicating a deviation from normal distribution. In addition to examining differences, the researchers investigated the relationship between OCB and employee green behavior. For this purpose, they utilized the Pearson r correlation coefficient. They selected this method based on the Kolmogorov-Smirnov test result, which showed a p-value above .05, suggesting that both variables were normally distributed.

2.7 Ethical Considerations

This study, framed as social science research, examined organizational citizenship behavior and employee green behavior within a government-owned institution. It did not involve sensitive personal data, medical interventions, or vulnerable populations, aligning with methodologies that pose minimal participant risk. Ethical principles

of voluntary participation, anonymity, and confidentiality were rigorously upheld, ensuring no identifiable information about employees or the institution was disclosed. The research design analyzed behaviors through surveys and followed non-invasive social science methodologies that do not require the Institutional Review Board (IRB) to oversee. Ethical safeguards were maintained through informed consent and adherence to institutional policies for workplace data collection. In conducting the study, ethical rigor was prioritized to ensure participants felt secure and informed. Prior to administering the questionnaire, participants received clear communication about the study's objectives, methodologies, and the importance of honest responses. Each participant had the opportunity to review and understand these elements, reinforcing their comprehension of the study's purpose and their role in shaping outcomes. To formalize their involvement, participants signed an Informed Consent form outlining their voluntary participation, rights, and protective measures. Strict confidentiality was emphasized, safeguarding against privacy breaches. Participants were also informed of their right to withdraw from the study at any moment without consequence, empowering them to make choices aligned with their comfort. The survey process was executed respecting participants' time and privacy, adhering to established ethical guidelines. Every aspect of the research reinforced a commitment to integrity and respect for participants.

3.0 Results and Discussion

3.1 Level of Organizational Citizenship Behavior

Table 1 provides a comprehensive analysis of Organizational Citizenship Behavior (OCB) with a specific emphasis on altruism, presenting an overall favorable evaluation ($M = 3.40$, $SD = 0.42$). This score indicates that employees generally engage in supportive behaviors toward their colleagues, promoting a collaborative and inclusive work environment.

Table 1. *Level of Organizational Citizenship Behavior in terms of Altruism*

Indicators	M	SD	Interpretation
1. Provides aid and support to individuals who have been absent or have been away for a significant period.	3.47	0.51	Very Good
2. Assists individuals who perform excessive work responsibilities	3.44	0.55	Good
3. Helps orient new people, even though it is not required	3.35	0.57	Good
4. Voluntarily dedicate one's time to assist individuals who encounter work-related difficulties	3.35	0.55	Good
Overall	3.40	0.42	Good

Note: 3.50 – 4.00 (Very Good); 2.50 – 3.49 (Good); 1.50 – 2.49 (Poor); 1.00 – 1.49 (Very Poor)

The item that received the highest mean score pertains to providing aid and support to colleagues absent for an extended period ($M = 3.47$, $SD = 0.51$). This figure signifies a strong expression of altruism among employees, reflecting their proactive approach in facilitating the reintegration of absent coworkers into the workplace. Such behavior illustrates a high level of empathy and a commitment to fostering a sense of community within the organization. In contrast, the item with the lowest mean score pertains to assisting colleagues overwhelmed with excessive workloads ($M = 3.44$, $SD = 0.55$). This is followed closely by the propensity to help orient new employees, regardless of whether it is an explicit requirement ($M = 3.35$, $SD = 0.57$), and voluntarily dedicating time to aid those facing work-related challenges ($M = 3.35$, $SD = 0.55$). While these scores still reflect good altruism, they highlight specific areas where the organization could enhance employee engagement. Fostering greater participation in these behaviors could further strengthen a culture of support and collaboration.

The findings underscore a notable inclination among employees to assist colleagues returning from absences. Such behavior is critical in cultivating a positive work culture, showcasing a commitment to inclusivity and peer support. Organizations stand to benefit by actively promoting and recognizing these supportive behaviors, which could help solidify and expand this altruistic culture. Supporting literature reinforces these findings. For instance, Grego-Planer (2019) highlights that voluntary employee assistance can optimize workflows, minimize delays, and enhance efficiency. A cooperative environment characterized by altruistic actions contributes significantly to team resilience in facing challenges. This dynamic can improve performance and heighten competitiveness (Ocampo et al., 2018). Similarly, Organ (1988 as cited in Grego-Planer, 2019) asserts the vital role of altruistic OCB in shaping a supportive workplace culture. Employees who regularly engage in altruistic behaviors foster an environment where teamwork and mutual support are paramount, ultimately leading to reduced workplace stress and improved employee retention rates.

Further research by Azila-Gbetor (2022) corroborates that altruistic behaviors are pivotal in nurturing a positive workplace culture, resulting in more cohesive and collaborative teams. By valuing and reinforcing these altruistic behaviors, organizations can create an environment that enhances productivity and positively influences employee well-being and job satisfaction.

Table 2 presents an analysis of organizational citizenship behavior through the lens of sportsmanship. An overall mean score of 3.31 (SD = 0.47) indicates a solid level of sportsmanship among employees. This suggests that employees generally maintain a positive outlook on their organization, even in the face of difficulties, reflecting their commitment and resilience.

Table 2. *Level of Organizational Citizenship Behavior in terms of Sportsmanship*

Indicators	M	SD	Interpretation
1. Defends the organization when other employees criticize it	3.20	0.48	Good
2. Show pride when representing the organization in public	3.51	0.62	Very Good
3. Share ideas to improve the functioning of the organization	3.20	0.61	Good
Overall	3.31	0.47	Good

The item displaying the highest mean score, Show pride when representing the organization in public (M = 3.51, SD = 0.62), signals a strong sense of allegiance and satisfaction among employees. This pride in representation highlights individual commitment and underscores a positive organizational culture that encourages employees to take ownership of their roles and affiliations. When employees feel publicly proud of their organization, it enhances its reputation and fosters a sense of community. Conversely, the items that earned the lowest mean scores, Defend the organization when other employees criticize it and Share ideas to improve its functioning, with mean scores of 3.20 (SD = 0.48 and SD = 0.61, respectively), suggest areas that require attention. Although these scores remain categorized as good, they imply a noticeable hesitance among employees to vocalize their support in times of organizational scrutiny. This reluctance may stem from a perception that their contributions are undervalued or that the organization's environment is not conducive to open discussion and constructive feedback.

These findings imply a generally supportive workplace, yet they reveal a potential disconnect regarding employees' comfort levels in defending the organization amidst criticism. Such feelings could indicate deeper issues, possibly including conflicts with existing policies or concerns about leadership effectiveness. Addressing these areas can create an opportunity for organizations to strengthen their culture of support and engagement, ultimately enhancing overall performance and citizenship behavior. Moreover, the insights provided by Podsakoff et al. (2009, as cited in Chernyak-Hai & Tziner, 2021) reinforce the current findings. Their research emphasizes the significant role of trust in leadership as a catalyst for fostering organizational citizenship behavior. When trust is robust, employees are more inclined to engage in discretionary actions that support the organization, effectively mitigating the impact of adverse events. This relationship between trust, employee behavior, and organizational outcomes highlights the importance of cultivating an environment where leadership is transparent and responsive, thereby reinforcing a resilient and positive workplace culture. By addressing the strengths and areas for improvement identified in this analysis, organizations can build a stronger foundation for enhanced employee engagement and performance.

The analysis of organizational citizenship behavior in terms of courtesy, as indicated in Table 3, reveals significant insights into employee interactions and workplace dynamics. With an overall mean score of 3.49 (SD = 0.43), the findings indicate a commendable level of courtesy among employees, reflecting a general tendency to be considerate and proactive in creating a supportive work environment.

Table 3. *Level of Organizational Citizenship Behavior in terms of Courtesy*

Indicators	M	SD	Interpretation
1. Being aware of the impact of one's behavior on the work of others	3.39	0.55	Good
2. Tries to avoid creating problems for coworkers	3.71	0.58	Very Good
3. Implements preventive measures to shield the organization against potential issues that may arise in the future	3.36	0.55	Good
Overall	3.49	0.43	Very Good

A noteworthy highlight is the item measuring employees' actions to avoid creating problems for co-workers, which recorded the highest mean score of 3.71 (SD = 0.58). This result illustrates that employees not only recognize the importance of their behavior in the workplace but also actively strive to prevent actions that may lead to difficulties for others. Such proactive behavior is essential in fostering a collaborative atmosphere and indicates a strong organizational culture where teamwork is valued. Conversely, the item reflecting the implementation of preventive measures to shield the organization from potential future issues yielded the lowest mean score of 3.36 (SD = 0.55). While still categorized as good, this score suggests opportunities for employees to enhance their awareness and application of preventive strategies. It indicates that while employees understand the importance of courtesy, they may not consistently translate this understanding into proactive measures that could effectively mitigate future challenges.

The study underscores that employees are generally attentive to the impact of their actions on their colleagues. However, the variability noted in applying preventive measures suggests a need for targeted initiatives to enhance this aspect of organizational citizenship. By investing in training and development programs emphasizing the importance of forward-thinking actions and encouraging employees to take initiative in safeguarding the workplace, the organization can cultivate a more cohesive and interdependent work culture. Supporting literature highlights the importance of courtesy in organizational settings. As referenced in Jahangir et al. (2004, as cited in Tang et al., 2020), employees who exhibit high levels of courtesy are more likely to be mindful of their influence on others. Their conscientious actions help avoid imposing additional burdens on colleagues and contribute to a more harmonious work environment. For example, they might double-check their assignments to minimize errors that could inconvenience others or aid colleagues facing challenges, thus reinforcing collaboration. Moreover, research by Sypniewska (2020) elucidates that the vigilance of courteous employees can be instrumental in identifying and addressing potential workplace issues before they escalate. Their proactive engagement fosters a positive atmosphere where employees feel valued and promotes organizational success by facilitating smoother operations and enhanced teamwork. While the overall level of courtesy displayed by employees is promising, there remains potential for improvement in the proactive application of preventive strategies. The organization can enhance employee engagement, strengthen workplace relationships, and ultimately drive better performance outcomes by fostering an environment that encourages and supports such initiatives.

Table 4 highlights the organizational citizenship behavior (OCB) level regarding civic virtue among employees. The overall mean score of 3.24 (SD = 0.55) indicates a generally positive perception of employees' behaviors that align with and support the organization's interests.

Table 4. *Level of Organizational Citizenship Behavior in terms of Civic Virtue*

Indicators	M	SD	Interpretation
1. Attends functions that are not required but help the organization's image	3.13	0.75	Good
2. Keeps informed of the latest changes in the organization	3.26	0.66	Good
3. Maintains a comprehensive understanding of organizational cultures	3.35	0.51	Good
Overall	3.24	0.55	Good

Among the items evaluated, the highest mean score was associated with the item "Maintains comprehensive understanding of organizational cultures," which scored 3.35 (SD = 0.51). This suggests that most employees strongly understand the organization's culture, indicative of a shared alignment with its values and practices. Conversely, the lowest mean score was recorded for the item "Attends functions that are not required but help the organization's image," which received a score of 3.13 (SD = 0.75). Although still rated as good, this finding reveals potential areas for enhancement in encouraging employees to partake in voluntary activities that bolster the organization's public image.

The relatively high scores for understanding organizational culture signal a robust foundation for promoting OCB. However, the lower score regarding attendance at extra functions hints at a disconnect that may hinder employees' engagement in activities that resonate with the organization's external reputation. Several factors might influence this discrepancy, including individual interests, time constraints, and the level of organizational support offered for such initiatives. Addressing these barriers through improved communication about the benefits of participation and developing better incentives and recognition for attending these events could foster a more participative atmosphere.

The findings align with the literature on OCB. According to Robinson and Morrison (1995) and Altuntaş et al. (2021), civic virtue significantly pertains to actions that enhance the organization's well-being. Civic virtue exemplifies responsible participation and concern for the organization's overall functioning, and it has been empirically connected to enhanced workplace proactivity, task performance, and quality of care (Podsakoff et al., 1990, as cited in Pohl, 2023). Moreover, fostering civic virtue can significantly enhance the organization's reputation (Paillé & Boiral, 2013, as cited in Pohl, 2023). Engaged employees are likelier to demonstrate civic virtue as part of a positive cycle of contributions and rewards (Pohl et al., 2019). This engagement often translates into OCB directed primarily toward the organization rather than colleagues, driven mainly by the intrinsic motivations tied to their job roles and responsibilities (Gupta et al., 2017). To cultivate a culture of OCB directed at civic virtue, it is crucial for organizations to actively engage employees in opportunities that resonate personally and professionally, thereby enhancing their overall commitment to the organization's success.

Table 5 exhibits a notably high level of Organizational Citizenship Behavior (OCB) concerning conscientiousness, with an overall rating classified as very good ($M = 3.68$, $SD = 0.39$). This strong performance suggests that the workforce demonstrates commendable responsibility, reliability, and compliance with organizational rules. All assessed items yielded outstanding results, with the highest mean score for "Accomplishing the tasks assigned by supervisors" ($M = 3.84$, $SD = 0.39$). This underscores that employees clearly understand their roles and responsibilities, leading to consistent task completion, which is a vital component of conscientiousness. Such behavior indicates a culture of integrity and self-discipline within the workforce.

Table 5. *Level of Organizational Citizenship Behavior in terms of Conscientiousness*

Indicators	M	SD	Interpretation
1. Obeys the organization's rules and regulations even when no one is watching	3.53	0.54	Very Good
2. Fulfills the responsibilities described in the job description	3.67	0.49	Very Good
3. Accomplishes the tasks assigned by supervisors	3.84	0.39	Very Good
Overall	3.68	0.39	Very Good

However, it is worth noting that the item with the lowest mean score, "Obeys organization's rules and regulations even when no one is watching" ($M = 3.53$, $SD = 0.54$), suggests that there is an opportunity for enhancement concerning personal commitment to rule adherence in the absence of oversight. This variation in scores implies that while employees excel in completing assigned tasks, the internalized compliance with organizational norms may need more cultivation and reinforcement.

The findings suggest high conscientiousness among staff, with specific areas identified for improvement. The positive score for task accomplishment reflects strongly on employee dedication and performance; however, the slightly lower score in rule compliance indicates gaps in organizational culture or enforcement strategies. These insights can be instrumental in management leveraging employee strengths in task execution while simultaneously addressing areas where adherence to rules could be bolstered. Supporting literature reinforces these findings. Yang and Diefendorff (2009) and Eissa (2020) highlight conscientiousness as a critical moderator in how individuals navigate resource loss, portraying conscientious employees as adaptive and constructive problem solvers in adverse situations. Further research, including the work by Saad et al. (2024), emphasizes that conscientious individuals are more likely to follow rules and procedures, enhancing task responsibility rigorously. Their study further established a positive correlation between conscientiousness, task performance, and OCB, revealing that self-discipline is significant in predicting daily performance levels. Additionally, Debusscher et al. (2017) draw attention to the role of self-control – a facet of conscientiousness – in task performance, advocating for its consideration in models assessing predictors of job success. By synthesizing these studies, it becomes clear that while we observe commendable conscientious behaviors among employees, targeted interventions focused on reinforcing rule compliance could further contribute to a culture of accountability, enhancing overall organizational effectiveness and employee engagement.

Table 6 provides a comprehensive overview of Organizational Citizenship Behavior (OCB) across five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Table 6. Summary of Organizational Citizenship Behavior

Variables	M	SD	Interpretation
Altruism	3.40	0.42	Good
Sportsmanship	3.31	0.47	Good
Courtesy	3.49	0.43	Very Good
Civic Virtue	3.24	0.55	Good
Conscientiousness	3.68	0.39	Very Good
Overall	3.42	0.37	Good

Among these dimensions, conscientiousness stands out with the highest mean score ($M = 3.68$, $SD = 0.39$), reflecting a firm adherence to responsibilities and a commitment to quality work among employees. This finding indicates that employees generally display high reliability and responsibility, aligning with the positive organizational culture often associated with conscientiousness. Such a culture fosters performance and encourages a sense of accountability, which can lead to greater job satisfaction and retention. In contrast, civic virtue recorded the lowest mean score of ($M = 3.24$, $SD = 0.55$), which, while classified as "good," suggests that employees may not be fully engaged in activities that extend beyond their immediate job roles. This dimension reflects an employee's willingness to participate in the broader organizational context, such as attending meetings or engaging in external company initiatives. The relatively lower score could indicate a missed opportunity for enhancing overall employee engagement and collective responsibility, which is vital for fostering a cohesive and proactive workplace culture. The other dimensions, such as altruism, courtesy, and sportsmanship, fall within a generally good range, indicating that employees exhibit these behaviors, though there is still potential for growth. Altruism, for instance, encourages cooperative behavior and support among colleagues, which can improve team dynamics and overall morale.

The insights from previous research also reinforce these findings. Shaffer and Postlethwaite (2013) highlight that conscientiousness directly correlates with job performance, particularly in repetitive tasks, further supporting the observed high levels of conscientious behavior among employees. Dewani and Swatantra (2024) also emphasize the positive relationship between civic virtue and employee performance. Their findings suggest that their performance improves significantly when employees are encouraged to engage more actively in organizational initiatives, such as sharing ideas or participating in community engagement. This relationship underscores the importance of encouraging civic virtue in the workplace, as it enhances performance and promotes a culture of collaboration and community involvement. Addressing the lower mean score for civic virtue could lead to initiatives to bolster employee engagement in organizational activities, ultimately leading to a more vibrant and collaborative work environment.

3.2 Level of Employee Green Behavior

The analysis of employee green behavior, as presented in Table 7, offers valuable insights into how effectively employees engage in environmentally friendly practices to minimize harm. The overall mean score of 3.6 ($SD = 0.4$) reflects a commendable commitment to green behavior, suggesting that employees are primarily proactive in fostering sustainability within their workplace.

Table 7. Level of Employee Green Behavior in terms of Avoiding Harm

Indicators	M	SD	Interpretation
1. I monitor the environmental impact of workplace processes.	3.31	0.52	Good
2. I properly handle hazardous materials.	3.68	0.51	Very Good
3. I knowingly avoid unnecessary damage to the environment through proper work-related decisions	3.67	0.52	Very Good
Overall	3.55	0.40	Very Good

A closer examination of specific items reveals intriguing disparities in environmental behaviors. The highest-rated item, "I properly handle hazardous materials," scores 3.68 ($SD = 0.51$), which is interpreted as very good. This indicates that employees feel confident in their ability to manage hazardous materials responsibly, ensuring a reduced risk of environmental damage. Such a high competency level in handling potentially harmful substances underscores the effectiveness of training or protocols currently in place. Conversely, the item "I monitor the environmental impact of workplace processes" received the lowest mean score of 3.31 ($SD = 0.40$), categorized as

good. This suggests a gap in consistent monitoring and assessment practices regarding the environmental impacts of everyday operations. While employees demonstrate awareness of the environmental consequences of their actions, this lower score may reflect a lack of resources, training, or institutional support dedicated to environmental monitoring. It highlights an area ripe for development, as enhanced monitoring could empower employees to make more informed decisions that align with the organization's sustainability goals.

These findings indicate that while the organization embodies a strong commitment to green practices, there remains room for improvement, especially in fostering an environment where monitoring becomes integral to daily operations. By addressing these gaps, such as implementing comprehensive training programs or providing advanced tools for monitoring, the organization can enhance its sustainability efforts. Strengthening this facet of employee green behavior could also cultivate a more proactive attitude among employees towards identifying and mitigating environmental risks. This aligns with findings from Zhang et al. (2024), which suggest that growing academic interest in employee green behavior could lead to improved sustainability outcomes. Moreover, as Ahmad et al. (2021) indicated, organizations that deploy rigorous environmental monitoring measures can more effectively pinpoint potential risks, ultimately contributing to reduced environmental harm. By capitalizing on the established strong foundation and reinforcing monitoring practices, the organization can further embed sustainability into its culture, driving continuous improvement and reinforcing its commitment to environmental stewardship.

Table 8 presents data on employee green behavior focused on conservation efforts. The overall findings indicate a commendable level of engagement in environmental sustainability initiatives, with a mean score of 3.55 and a standard deviation of 0.35. This suggests that the organization has effectively cultivated a culture where environmental consciousness is valued and prioritized, leading to active participation from employees in resource conservation, waste reduction, and the promotion of eco-friendly practices.

Table 8. *Level of Employee Green Behavior in terms of Conserving*

Indicators	M	SD	Interpretation
1. I avoid using single-use, disposable products like paper towels and plastic bottles.	3.16	0.73	Good
2. I maximize the life span of office equipment through repair and maintenance.	3.42	0.54	Good
3. I reduce water consumption by turning off faucets when not in use.	3.89	0.32	Very Good
4. I save extra supplies or materials for a future project.	3.68	0.47	Very Good
5. I decrease energy consumption by turning off equipment when not in use.	3.76	0.43	Very Good
6. I recycle paper, plastic, metal cans, etc.	3.41	0.65	Good
Overall	3.55	0.35	Very Good

Specifically, reducing water consumption by turning off faucets when not in use achieved the highest mean score of 3.89 (SD = 0.32). This reflects a strong commitment among employees to adopt behaviors that conserve vital resources, illustrating their proactive approach toward environmental stewardship. In contrast, the item measuring avoidance of single-use, disposable products—such as paper towels and plastic bottles—received the lowest mean score of 3.16 (SD = 0.73), which, while still categorized as "good," highlights a disparity in behavior consistency. This indicates that while some employees try to minimize their use of disposables, others may not be as diligent.

The findings suggest that while the organization has successfully embedded a culture of sustainability, there remains an opportunity to enhance employee adherence to avoiding single-use products. This variability in behavior points to a need for additional encouragement and reinforcement of sustainable practices, particularly in training and awareness initiatives that address the importance and impact of choosing reusable options. Supporting these findings, research by Xu et al. (2022) underscores the significance of targeted green initiatives such as recycling programs and energy-saving campaigns in influencing employee behaviors. The study indicates that organizations that actively implement these initiatives tend to see measurable improvements in environmentally responsible actions among their workforce, including enhanced resource conservation and waste reduction. This alignment emphasizes the potential benefits of reinforcing green initiatives to motivate employees further and achieve more consistent, sustainable practices throughout the organization. While the results are promising, they also reveal critical areas for improvement, particularly in enhancing the sustainability practices related to single-use product avoidance. Addressing these gaps can lead to a more uniformly environmentally conscious workforce, ultimately strengthening the organization's commitment to sustainability.

Table 9 provides a comprehensive overview of employees' green behavior regarding their capacity to influence colleagues towards environmentally friendly practices. The overall mean score ($M = 3.20$, $SD = 0.49$) reflects a generally positive trend, indicating that employees are engaged in behaviors encouraging their peers to adopt greener practices. However, it also highlights a potential area for growth, suggesting that while the foundation is solid, there are opportunities to cultivate these behaviors further.

Table 9. *Level of Employee Green Behavior in terms of Influencing Others*

Indicators	M	SD	Interpretation
1. I suggest ways for other employees to act more environmentally friendly.	3.18	0.55	Good
2. I discuss environmentally related topics with other employees.	3.04	0.58	Good
3. I praise other employees for their environmentally friendly behavior.	3.41	0.53	Good
4. I encourage other employees to behave in a way that benefits the environment.	3.18	0.64	Good
Overall	3.20	0.49	Good

Among the measured items, the highest mean score was recorded for "I praise other employees for their environmentally friendly behavior" ($M = 3.41$, $SD = 0.53$). This finding demonstrates that employees recognize and actively celebrate their colleagues' green actions, which are crucial in fostering a positive and supportive workplace culture. By acknowledging and praising eco-friendly behaviors, employees contribute to an environment that values sustainability and encourages continual improvement in green practices. Conversely, "I discuss environmentally related topics with other employees" received the lowest mean score ($M = 3.04$, $SD = 0.58$). This suggests that employees might not regard conversations about environmental issues as a priority in their daily interactions, which could limit the depth of engagement on sustainability topics. The lower score may indicate a need to promote discussion around environmental themes, as fostering such dialogue could enhance awareness and strengthen the organization's collective commitment to sustainability initiatives.

These findings align with the research conducted by Ercantan and Eyupoglu (2022), which emphasizes that a positive workplace culture that prioritizes environmental sustainability fosters higher employee engagement in green behaviors. This study suggests that open communication and frequent discussions about environmental issues are vital in building a sustainable workplace culture. Encouraging such conversations could make employees feel more connected to sustainability goals, ultimately enhancing their willingness to adopt and promote environmentally friendly behaviors among their peers. Additionally, Usman et al. (2023) highlight that employees who perceive their workplace as supportive of sustainability initiatives are more inclined to engage in practices that encourage their colleagues to act responsibly towards the environment. This underscores the importance of establishing a robust framework for sustainability communication within the organization, as it enhances individual behaviors and strengthens the collective effort towards environmental responsibility.

The analysis of employee green behavior, as presented in Table 10, showcases a commendable overall level of engagement, with a mean score of 3.06 ($SD = 0.49$). This finding suggests that employees are increasingly inclined towards environmentally friendly practices, actively prioritizing actions that contribute positively to the ecological landscape while expressing concern over harmful activities.

Table 10. *Level of Employee Green Behavior in terms of Taking Initiatives*

Indicators	M	SD	Interpretation
1. I voice concerns that acting anti-environmental could hurt the company.	2.97	0.61	Good
2. I prioritize actions that would benefit the environment.	3.27	0.49	Good
3. I help implement new policies that reduce the company's impact on the environment	2.94	0.62	Good
Overall	3.06	0.49	Good

A closer examination of the individual items reveals insightful nuances. The highest-rated item, "I prioritize actions that would benefit the environment," received a mean score of 3.27 ($SD = 0.49$), indicating a strong commitment among employees to engage in practices that favor sustainability. This suggests that the workforce recognizes the importance of proactive measures in fostering an eco-friendly workplace. Conversely, the item indicating involvement in policy implementation, "I help implement new policies that reduce the company's impact on the environment," recorded the lowest mean score of 2.94 ($SD = 0.62$). Although still rated as good, this lower score implies a potential gap in employees' active participation in the development and execution of environmental policies. It highlights an area for improvement, suggesting that employees may need additional encouragement or resources to take a more active role in shaping the company's environmental strategies.

Overall, the findings reflect a favorable disposition towards green behavior and illustrate that employees generally support environmental initiatives within the organization. However, the slight discrepancy in scores indicates a need for enhanced engagement in certain aspects, particularly in raising awareness and encouraging participation in environmental policy initiatives. The relevance of these findings is bolstered by research from Ababneh (2021), which similarly underscored the significance of employee attitudes toward sustainability in corporate settings. This alignment reinforces the notion that fostering a culture of environmental awareness and accountability is vital for driving meaningful change. Additionally, Al-Swidi et al. (2021) highlighted the critical role of organizational culture in promoting these behaviors, suggesting that open and transparent communication about environmental goals and values can significantly impact employee engagement.

Table 11 reveals a notable employee engagement in green behavior, particularly in transforming work practices to promote environmental sustainability. The overall rating, with a commendable mean of 3.55 (SD = 0.40), suggests that employees are relatively proactive in adopting sustainable work methods.

Table 11. *Level of Employee Green Behavior in terms of Transforming*

Indicators	M	SD	Interpretation
1. I utilize new technologies that benefit the environment.	3.32	0.53	Good
2. I use efficient work processes that minimize the waste of natural resources.	3.61	0.49	Very Good
3. I develop new work processes that use fewer natural resources	3.34	0.50	Good
Overall	3.42	0.39	Good

Among the various metrics assessed, the item that received the highest mean score was "I use efficient work processes that minimize waste of natural resources," recording a mean of 3.61 (SD = 0.49). This finding indicates a firm commitment from employees to implement effective processes that significantly reduce resource waste, a key component of sustainable practices. Conversely, the item with the lowest mean score was "I utilize new technologies that benefit the environment," with a mean of 3.32 (SD = 0.53). This reflects a good, albeit comparatively lower, engagement level in integrating new environmentally beneficial technologies into their work. The discrepancy between these scores suggests that while employees are adept at optimizing existing processes to minimize waste, there may be gaps in their willingness or ability to leverage innovative technologies for environmental benefits.

The data collectively underscores a substantial employee contribution towards creating environmentally sustainable work practices. While a robust commitment is demonstrated in some regions of sustainable work processes, the relatively lower engagement with new technologies presents an opportunity for improvement. Organizations should consider initiatives encouraging employees to explore and adopt these technologies more fully, as this could enhance resource efficiency and broader environmental impacts. Furthermore, empirical studies corroborate the significance of employee engagement in green behaviors as a critical factor in improving corporate environmental performance. For instance, Kaur (2024) highlights that fostering sustainable behaviors within the workforce, including efficient process implementation and integrating environmentally friendly technologies, plays a vital role in advancing organizational sustainability goals. Additionally, research by Darvishmotevali and Altinay (2022) emphasizes a positive correlation between environmental awareness and green work behavior, suggesting that employees exhibiting higher levels of environmental consciousness are more inclined to embrace sustainable work practices.

Table 12 provides a comprehensive overview of Employee Green Behavior (EGB) across five dimensions: working sustainably, avoiding harm, conserving resources, influencing others, and taking initiative. A notable observation is that employees exhibit a commendable level of green behavior, particularly excelling in avoiding harm and conserving resources, which are rated very good (M = 3.55, SD = 0.40).

Table 12. *Level of Employee Green Behavior*

Indicators	M	SD	Interpretation
Avoiding Harm	3.55	0.40	Very Good
Conserving	3.55	0.35	Very Good
Influencing Others	3.20	0.49	Good
Taking Initiatives	3.06	0.49	Good
Transforming (Working Sustainably)	3.42	0.39	Good
Overall	3.36	0.33	Good

In terms of working sustainably, influencing others, and taking initiative, the scores indicate that employees are engaged but with some room for improvement, represented by scores of ($M = 3.42$, $SD = 0.39$), ($M = 3.20$, $SD = 0.49$), and ($M = 3.06$, $SD = 0.49$), respectively. These results highlight that while employees are adopting sustainable practices, there is potential for enhancing their influence on peers and increasing proactive initiatives within the organization.

The analysis points to a generally positive engagement level in green behaviors among employees, characterized by a firm commitment to avoiding harm and conserving resources. However, the variability seen in the initiative dimension indicates a critical area for development. The organization can enhance employee engagement in these areas by fostering a culture that encourages proactivity and innovation regarding environmental sustainability. Supporting these findings, research by Norton et al. (2015, cited by Katz, 2022) reinforces the association between EGB and various factors, including demographic characteristics, individual personality traits, work perceptions, and job attitudes. Their work underscores the significance of openness, conscientiousness, moral reflexivity, and self-efficacy, as well as the impact of employees' perceptions of their organizational environment. This suggests that an organization's commitment to environmental sustainability, reflected through leadership and cultural values, can significantly influence employee engagement in green initiatives.

3.3 Differences in the Level of OCB between Age Groups and Length of Service Groups

Table 13 presents the results of the Mann-Whitney U test examining the five dimensions of Organizational Citizenship Behavior (OCB) across different age groups. The analysis reveals that, aside from the dimension of conscientiousness, there are no significant differences in the levels of altruism ($U = 1893.000$, $p = .695$), sportsmanship ($U = 1728.500$, $p = .239$), courtesy ($U = 1880.500$, $p = .644$), and civic virtue ($U = 1758.500$, $p = .302$). The dimension of conscientiousness, however, stands out with a significant result ($U = 1508.000$, $p = .020$), indicating that age does play a role in this aspect of OCB.

Table 13. Differences in the Level of Organizational Citizenship Behavior according to Age

Dimension	Grouping Variable	N	Mean Ranks	Sum of Ranks	Mann-Whitney U Test			
					U-ratio	W	Z	p
Altruism	25 and below	38	73.68	2800.00	1893.000	7353.000	-.392	.695
	26 and above	104	70.70	7353.00				
Conscientiousness	25 and below	38	83.82	3185.00	1508.000*	6968.000	-2.326	.020
	26 and above	104	67.00	6968.00				
Sportsmanship	25 and below	38	78.01	2964.00	1728.500	7188.500	-1.177	.239
	26 and above	104	69.12	7188.00				
Courtesy	25 and below	38	68.99	2621.00	1880.500	2621.500	-.463	.644
	26 and above	104	72.42	7331.00				
Civic Virtue	25 and below	38	77.22	2934.00	1758.500	7218.500	-1.033	.302
	26 and above	104	69.41	7218.00				

*Significant at $p \leq .05$

This difference suggests that younger employees tend to display higher levels of conscientiousness when compared to older employees. The findings highlight a crucial insight into workforce dynamics: while age may not significantly impact all facets of OCB, it appears to influence conscientiousness notably. This might reflect the greater motivation or responsiveness of younger employees to the organizational culture or leadership practices that promote this type of behavior. Additionally, the study underscores the importance of supportive behaviors within teams, particularly the willingness to assist colleagues who are returning to work after an absence. This altruistic behavior not only contributes to a positive workplace environment but also fosters empathy and solidarity among team members. Organizations should actively promote such behaviors, as they enhance overall workplace dynamics and employee well-being.

Supporting literature reinforces these findings. Abdullahi et al. (2020) note that leadership styles, particularly democratic and transformational approaches, significantly influence OCB, suggesting that supportive leadership can effectively elevate employees' engagement in extra-role behaviors such as altruism and conscientiousness. This correlation hints at why younger employees might demonstrate higher conscientiousness – they may be more responsive to these leadership styles. Furthermore, the insights from Farid et al. (2019) indicate that performance feedback is pivotal in enhancing OCB. Positive reinforcement and recognition can lead to greater engagement across all age groups, emphasizing the potential for effective feedback mechanisms to encourage employees to exhibit altruism and conscientiousness. Villarreal (2019) highlights that younger employees, as newcomers, often benefit from clear socialization and structured feedback approaches, further contributing to their higher levels of conscientiousness and other OCB dimensions. The findings align with research by Koopman et al. (2016), which shows that providing support, especially to colleagues returning from absences, is essential for maintaining morale and productivity. Such supportive actions create a conducive work environment and reinforce the notion that altruistic behavior is vital for nurturing empathy and solidarity within teams.

Table 14 analyses the differences in Organizational Citizenship Behavior (OCB) based on the length of service among employees. The results indicate that there is no significant difference in several dimensions of OCB, including altruism ($U = 2275.500$, $p = .309$), sportsmanship ($U = 2057.000$, $p = .052$), courtesy ($U = 2125.000$, $p = .091$), and civic virtue ($U = 2222.000$, $p = .212$). These findings suggest that, regardless of tenure, employees generally demonstrate similar levels of these behaviors, indicating a consistent organizational culture that promotes altruistic and cooperative behaviors across different lengths of service.

Table 14. *Difference in the Level of Organizational Citizenship Behavior according to Length of Service*

Dimension	Grouping Variable	N	Mean Ranks	Sum of Ranks	Mann-Whitney U Test			
					U-ratio	W	Z	p
Altruism	2 years and below	69	75.02	5176.50	2275.500	4976.500	-1.017	.309
	More than 2 years	73	68.17	4976.50				
Conscientiousness	2 years and below	69	78.88	5442.50	2009.500*	4710.500	-2.241	.025
	More than 2 years	73	64.53	4710.50				
Sportsmanship	2 years and below	69	78.19	5395.00	2057.000	4758.000	-.1944	.052
	More than 2 years	73	65.18	4758.00				
Courtesy	2 years and below	69	77.20	5327.00	2125.000	4826.000	-1.689	.091
	More than 2 years	73	66.11	4826.00				
Civic Virtue	2 years and below	69	75.80	5230.00	2222.000	4923.000	-1.247	.212
	More than 2 years	73	67.44	4923.00				

*Significant at $p \leq .05$

In contrast, a significant difference was found in the conscientiousness dimension ($U = 2009.500$, $p = .025$). Employees with two years of service or less exhibit notably higher levels of conscientiousness than their counterparts with more than two years of experience. This notable increase in conscientiousness among newer employees could be attributed to several factors. First, the early stages of employment often drive a heightened sense of motivation and a desire to establish one's reputation within the organization. New hires are typically eager to prove their capabilities, adapt to the organizational culture, and secure their positions, leading to greater diligence in fulfilling work responsibilities. The initial phase of employment usually involves intensive socialization processes whereby employees learn and internalize the expected organizational norms and values. This socialization can significantly enhance their sense of conscientiousness as they align their behaviors with the organization's standards.

Additionally, newer employees may experience closer supervision, which can motivate them to be more conscientious in meeting or exceeding expectations. This phenomenon is supported by the work of Podsakoff et al. (2016, as cited in Madison et al., 2021), which highlights that individuals new to an organization often showcase

elevated levels of conscientiousness driven by their aspiration to make a positive impression. Over time, as employees become more familiar with their roles and the workplace dynamics, this initial motivation may wane, leading to a potential decrease in conscientiousness. Furthermore, the studies referenced suggest that work engagement tends to be higher among newer employees, which correlates with increased levels of conscientiousness and other positive work behaviors. This aligns well with the finding that employees with less than two years of service demonstrate a greater propensity for conscientiousness, indicating a complex interplay between tenure, motivation, and workplace behavior.

3.4 Relationship between Organizational Citizenship Behavior (OCB) and Employee Green Behavior (EGB)

Result highlights a robust positive correlation between Organizational Citizenship Behavior (OCB) and Employee Green Behavior (EGB) within a Service Provider Company, with a correlation coefficient (r) of .738 ($p < .001$). This indicates a strong association between the two variables, suggesting that as employees engage more in OCB, their EGB also tends to increase, and conversely. The statistical significance of the p -value (.000) reinforces the reliability of this correlation, indicating that the observed relationship is unlikely to be due to chance. This finding emphasizes the importance of fostering OCB to enhance EGB among employees.

Furthermore, this analysis aligns with the research conducted by Chang et al. (2019), which explored the interplay between OCB and EGB, highlighting that shared motivations and supportive organizational factors can drive both behaviors. Organizations that promote these behaviors contribute positively to the environment and enhance employee well-being and commitment, ultimately boosting overall organizational performance. Supporting this, Siddiqui and Javeria (2022) argue that employees who exhibit OCB – defined as voluntary actions that benefit both the organization and its members – are predisposed to engage in EGB. Both behaviors reflect a commitment to prosocial actions that serve the greater good, whether within the workplace or the wider community.

Additionally, the insights from Ansari et al. (2021) underscore the role of organizational support for environmental initiatives in encouraging employee engagement in green behaviors. Their research suggests that when employees perceive their organization as committed to sustainability and environmentally friendly practices, they are more likely to adopt green behaviors at work and in their personal lives. Ribeiro et al. (2022) elaborate on this theme by illustrating how strong organizational commitment to environmental sustainability shapes employee behaviors. Their findings indicate that organizations dedicated to sustainability can cultivate a workforce that is more aware of eco-friendly practices and more proactive in implementing them.

4.0 Conclusion

The interplay between Organizational Citizenship Behavior (OCB) and Employee Green Behavior (EGB) presents a valuable opportunity for organizations to strengthen their workplace culture. The findings imply a robust foundation of employee support and a positive inclination toward environmental initiatives. However, there are significant areas for enhancement, particularly in engaging employees with excessive workloads and onboarding newcomers more effectively. Targeted initiatives to foster altruistic behaviors can cultivate a more profound culture of support, leading to improved team dynamics and performance outcomes.

To maximize the potential of OCB and EGB, organizations should implement strategies that encourage proactive engagement in sustainability practices. This includes facilitating open dialogue around environmental issues and actively promoting innovative technologies that enhance sustainability. By doing so, organizations can empower employees to take initiative and advocate for environmentally responsible behaviors among their peers. Moreover, organizations need to maintain high levels of engagement and motivation, especially among newer employees. Creating a supportive environment that recognizes and promotes conscientiousness, while also focusing on enhancing civic engagement, can translate into significant performance improvements. Leaders should prioritize ongoing research to understand the long-term impacts of OCB and the effectiveness of altruistic initiatives on organizational success.

The study may have a limited diversity in its sample population, potentially affecting the generalizability of its findings. Variations in cultural backgrounds, educational levels, and geographic locations could influence OCB and EGB, necessitating a broader range of demographics for a comprehensive analysis. Implementing longitudinal studies can provide valuable insights into behavioral changes over time, particularly in evolving

workplace cultures. Combining quantitative surveys with qualitative interviews or focus groups could yield richer insights into the motivations behind OCB and EGB, offering a more nuanced understanding of these behaviors. Moreover, future researchers should work on creating and validating new measurement tools that comprehensively capture the various dimensions of OCB and EGB, ensuring that all relevant aspects are included.

5.0 Contributions of Authors

The first author conceptualized the research topic. The second author collaborated on data design and analysis, while the first author reviewed the manuscript.

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7.0 Conflict of Interests

The authors declare that they have no conflict of interest.

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