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A Research on the Relationship Between of Green Organizational Behaviour and Organizational Citizenship Behaviour

Yeşil Örgütsel Davranış İle Örgütsel Vatandaşlık Davranışı Arasındaki İlişkisi Üzerine Bir Araştırma

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ANAHTAR KELİMELER

Yeşil Yönetim
Yeşil Örgütsel Davranış
Örgütsel Vatandaşlık Davranışı

ÖZ

Yeşil örgütsel davranış, çevreye verilen zararı en aza indiren, aynı zamanda sergilenen bu davranışlarından fayda sağlanan örgüt içerisinde bulunan çalışanlar ve yöneticiler tarafından ortaya konulan tutumlar olarak ifade edilmektedir. Çalışma, yeşil örgütsel davranışları sergilemenin örgütsel vatandaşlık davranışı sergileme düzeyini arttıracağı görüşünden hareket etmektedir. Bu doğrultuda çalışma yeşil örgütsel davranış ile örgütsel vatandaşlık davranışı ilişkisini belirlemeyi amaçlamaktadır. Ayrıca yeşil örgütsel davranış alt boyutları ile örgütsel vatandaşlık davranış alt boyutları arasındaki ilişkilerin de ortaya çıkarmak amaçlanmıştır. Genel tarama modeli kapsamında ilişkisel tarama modeli ile gerçekleştirilen araştırmanın örneklemi Jandarma Genel Komutanlığının merkez ve taşra teşkilatında bulunan subay, astsubay, uzman jandarma, uzman erbaş ve memurlardan oluşmaktadır. Araştırmanın veri kümesi, demografik bilgiler, çalışanların yeşil örgütsel davranış sergileme düzeyleri ve çalışanların örgütsel vatandaşlık davranışı sergileme seviyelerine doğrultusunda elde edilmiştir. Elde edilen veriler, SPSS aracılığıyla tanımlayıcı analiz ve regresyon analizi ile değerlendirilmiştir. Bu doğrultuda elde edilen bulgular sonucunda orta düzeyde ve pozitif yönde bir ilişki tespit edilmiştir.

KEYWORDS

Green Management
Green Organizational Behavior
Organizational Citizenship Behavior

ABSTRACT

Green organizational behavior is expressed as the attitudes put forward by the employees and managers in the organization that minimize the damage to the environment and also benefit from these behaviors. The study is based on the view that exhibiting green organizational behaviors will increase the level of exhibiting organizational citizenship behavior. In this direction, the study aims to determine the relationship between green organizational behavior and organizational citizenship behavior. In addition, it is aimed to reveal the relations between green organizational behavior sub-dimensions and organizational citizenship behavior sub-dimensions. The sample of the research, which was carried out with the relational scanning model within the scope of the general scanning model, consists of officers, non-commissioned officers, specialist gendarmes, specialist non-commissioned officers and civil servants in the central and provincial organizations of The Gendarmerie General Command. The dataset of the research was obtained in line with demographic information, green organizational behavior levels of employees and organizational citizenship behavior levels of employees. The obtained data were evaluated with descriptive analysis and regression analysis via SPSS. As a result of the findings obtained in this direction, a moderate and positive relationship was determined.

* This study was produced from the master's thesis titled "The Relationship between Green Organizational Behavior and Organizational Citizenship Behavior: The Example of Gendarmerie General Command" prepared under the supervision of Assist.Prof.Dr. Esra Gökçen Kaygisiz. Ethics committee permission was given by Giresun University Rectorate Social Sciences Science and Engineering Sciences Research Ethics Committee for the survey application of this study, with the decision no. 18/05 dated 05 January 2022.

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1. Introduction

In today's world, environmentally conscious approaches and the concept of sustainability have gained increasing importance at individual, social and organizational levels. Society expects organizations to reduce their environmental impacts and integrate this responsibility into their production, consumption, and management strategies. In this context, aligning organizational behaviors with environmental sensitivity becomes crucial, and the concept of green management emerges.

Green management refers to the practices aimed at minimizing the negative environmental impacts caused by organizations during the production goods or services. It also entails voluntary internalization of environmentally friendly practices throughout all organizational processes. The presence of green management in an organization depends heavily on the demonstration of green organizational behaviors (GOB). GOB encompasses organizational behaviors that promote environmentally responsibility and aim to reduce ecological harm. These behaviors are shaped not only by top-down orders and formal policies but also by employees 'individual awareness and voluntary initiatives. This aligns with the principles of the Theory of Planned Behavior (Ajzen, 1991), which emphasizes the role of individual intentions and attitudes in shaping behavior. Furthermore, GOB is closely related to Organizational Citizenship Behavior (OCB), which represents employees' voluntary efforts that go beyond formal job responsibilities to support the organization. OCB generally enhances employee commitment and overall performance while positively influencing the organizational climate.

Recent studies have investigated the link between GOB and employee attitudes in various sectors. For example, Zientara and Zamojska (2022) found that GOB significantly contributes to organizational trust and job satisfaction. Similarly, Malik et al. (2022) emphasized the importance of environmental responsibility in promoting extra-role behaviors among employees. More recently, Nawaz et al. (2023) highlighted the role of green values in shaping organizational citizenship behavior in the public sector. However, there remains a gap in the literature regarding how these dynamics operate within hierarchical and hybrid structures such as the gendarmerie.

Grounded in the Theory of Planned Behavior and Social Exchange Theory (Blau,1964), this study investigates the relationship between GOB and OCB, particularly examining how environmentally responsible behaviors influence organizational citizenship behaviors. Specifically, it explores how employees' attitudes toward environmental practices affect key aspects such as collaboration, solidarity, and responsibility. The study seeks to provide recommendations that will promote the adoption of sustainable practices across organizations. This addresses a gap in the literature, as few studies have examined the GOB-OCB link within a military-influenced organizational culture. Given the growing urgency of climate change and environmental degradation, understanding how green behaviors relate to broader organizational outcomes has become a critical academic priority (Zientara & Zamojska, 2022; Malik et al., 2022).

The study first presents the theoretical framework underpinning these concepts. Then, empirical data from a survey will be analyzed to reveal the nature and strength of the relationship between GOB and OCB. This research is expected to make both theoretical and practical contributions. Theoretically, the study enriches interdisciplinary literature by integrating green behaviorist organizational psychology and management research. Examining the relationship between GOB and OCB contributes to a deeper understanding of how environmental concerns influence organizational functioning. Practically, the study aims to offer strategic recommendations that help organizations create greener work environments while encouraging pro-organizational behaviors among employees.

The exhibited behaviors include the voluntary dimension of OCB (Organ, 1988). Organizations that adopt green organizational behaviors and OCB will gain advantages. This study is limited to employees working in the central and provincial organizations of the Gendarmerie General Command, operating under the Ministry of the Interior. Although not all personnel have received formal environmental training, the organization implements various green practices, such as recycling, energy-saving campaigns, and environmental awareness. These practices make the selected sample appropriate for examining the relationship between GOB and OCB.

2. Literature Review

2.1. The Concept of Green Management and Green Organizational Behavior

The concept of green management, which focuses on resource conservation in all business processes, was first emphasized at the United Nations Conference on Environment & Development held in Rio in 1992 (Thomas, 1992). In this context, green management is broadly defined as the integration of environmental concerns into business strategies and operations with the goal of ensuring sustainable development (Freestone, 1994). This study adopts the definition provided by Haden et al. (2009), who describes green management as an organizational process that integrates environmental factors into corporate goals and strategies through innovation, sustainability, waste reduction, and continuous development, thereby aiming to gain competitive advantage. This definition aligns closely with the study's focus on environmentally responsible employee behaviors and their impact on organizational outcomes.

Green management not only ensures compliance with legal regulations but also aims to embed environmental values

into the organizational culture. In this context, green management promotes green organizational behavior (GOB) by encouraging employees to exhibit environmentally friendly behaviors within the organization.

Recent research underscores the strategic significance of GOB in both private and public organizations (Zhang & Tian, 2022; Lee et al., 2023). The relationship between green management and GOB can primarily be explained through the impact of organizational policies and leadership approaches on employee behavior. Green management practices enhance employees 'environmental awareness and facilitate their voluntary environmentally friendly behaviors. For example, encouraging practices such as energy conservation, recycling, and sustainable resource usage within the business increases environmental awareness among employees, thereby supporting GOB. Additionally, when leaders adopt an environmentally conscious management approach, it positively influences employees 'attitudes towards these behaviors. This, in turn, contributes to enhancing organizational citizenship behavior (OCB) elements such as cooperation, solidarity, and responsibility (Graves et al., 2013; Boral & Paille, 2012).

In addition to organizational efforts, expected positive behaviors of employees are referred to as green organizational behaviors (Steg & Vlek, 2009). Measurable actions and behaviors linked to environmental sustainability are also defined as green organizational behaviors by Ones and Dilchert (2012).

When the acquisition of green behavior is examined, it is expected that not only will individuals engage in green behaviors, but societal-level green behaviors will also emerge if individual green behavior becomes continuous (Eilam & Trop, 2012).

According to Robertson and Barling's (2013) study, environmentally specific transformational leadership contributes to the development of environmentally friendly behaviors both within the organization and among employees through adherence to environmental rules. Thus, green organizational behavior plays a significant role in fostering environmentally conscious attitudes and implementing sustainability principles while reducing environmental impacts.

Various authors address GOB in different dimensions. According to Erbası (2019) it includes five dimensions as environmental sensitivity, environmental participation, economic sensitivity, green purchasing, and technological sensitivity. Environmental sensitivity involves employees ' awareness of their potential environmental harm and their inclination to correct it, while environmental participation refers to employees suggesting eco-friendly practices to management. Other dimensions include economic sensitivity, which focuses on the efficient use of resources, green purchasing, where employees guide customers towards environmentally friendly products, and technological sensitivity, which refers to employees 'use and adoption of technology. Green organizational behaviors are also analyzed in five core dimensions by Ones and Dilchert (2012), which include sustainable work practices, resource conservation, influencing others, taking initiative, and avoiding damage. Another classification of green organizational behavior categorizes them into voluntary behaviors that contribute psychologically, socially, and organizationally, while other necessary behaviors are considered mandatory (Lewin, 1951). This study uses Erbası's (2019) classification, as it allows for a deeper analysis of organizational behavior from both environmental sustainability and employee behavior perspectives, while also providing a framework that is accepted in the literature and has been tested for validity, thereby supporting the scientific reliability and validity of the study.

2.2. The Concept of Organizational Citizenship Behavior

OCB refers to all voluntary positive behaviors performed by employees in an organization that go beyond their job descriptions. The concept was first introduced by Thomas S. Bateman and Dennis W. Organ in 1983 (Bateman & Organ, 1983). Organ defined the concept as employees voluntarily helping the organization to function efficiently, even though it is not specified in their job descriptions (Organ, 1988).

OCB refers to behaviors that are discretionary, go beyond employees 'defined tasks, and benefit the organization or aim to do so (Van Dyne et al., 1995). According to Dennis W. Organ, organizational citizenship behaviors are additional tasks that contribute to organizational effectiveness, which are categorized as extra-role behaviors.

OCB should also encompass altruism in addition to producing more work than others. To foster an altruistic environment within the organization, it is necessary to avoid unrest, conflicts, and behaviors that harm the organization. Behaviors such as not constantly complaining, getting along well with colleagues, and covering for each other's mistakes are also emphasized (Turnipseed & Murkinson, 1996).

To better understand organizational citizenship behavior, several related concepts can be found in the literature. These concepts include organizational spontaneity, psychological contracts, prosocial organizational behaviors, formal role behaviors, and role overload behaviors (Kaya, 2013).

Organizational spontaneity consists of helping colleagues, protecting the organization, making constructive suggestions, self-improvement, and spreading goodwill. A positive mood is important for the organization and is a precursor to organizational spontaneity. It is argued that it should be based on voluntary participation and contribution to organizational effectiveness (George & Brief, 1992).

Both organizational spontaneity and organizational citizenship behavior support the organization positively. The key difference is that organizational spontaneity only includes extra-role and active behaviors (İplik, 2015).

The concept of psychological contracts was informally introduced by Chris Argyris in the 1960s (Argyris, 1960). Psychological contracts are defined as the mutual work relationships between employees and employers, which include messages conveyed through observation and explicit promises made by the employer to the employee (Rousseau, 1989). Based on experiences, psychological contracts are characterized by being natural, involving commitment between the employee and employer, not being static, and being emotional. The strength of the relationship between the two parties and the mutual understanding of each other's roles are key factors explaining the relationship between psychological contracts and organizational citizenship behavior (Morrison & Robinson, 1997).

Another related concept to organizational citizenship behavior is prosocial organizational behaviors. These behaviors are actions performed by organizational members intended to benefit an individual, group, or the organization (Brief & Motowidlo, 1986). Prosocial organizational behaviors are defined as behaviors that do not necessarily have to be in the job description, extra-role behaviors that contribute voluntarily, and are crucial for organizational success (MacKenzie et al., 1991).

In 1964, Daniel Katz classified formal role behaviors as behaviors that reliably fulfill specific job or task requirements (Werner, 2000). Formal role behaviors are the technical behaviors that employees must perform according to their job descriptions to ensure the continuity of the organization (Williams & Anderson, 1991).

Today, despite fewer job descriptions due to adapting to the changing external environment, employers trust employees to fill the gap between necessary duties and urgent tasks. Role overload behaviors, such as individual behaviors and creativity, increase an organization's adaptability and responsibility (Amabile, 1996). Behaviors that encourage employees to do more than required are role overload behaviors. This proactive attitude also boosts employees ' self-confidence (Demerouti et al., 2015). Emerging literature suggests that pro-environmental behaviors may function as a specific form of citizenship behavior, thus blurring the boundaries between GOB and OCB (Arici et al., 2022; Luu, 2022).

Several studies in the literature examine the dimensions of organizational citizenship behavior in different ways. Organ (1988) addresses OCB in five dimensions, Jill W. Graham (1991) in three dimensions, Larry Williams and Stella Anderson (1991) in two dimensions, Walter Borman and Stephan Motowidlo (1993) in six dimensions, Robert H. Moorman and Gerard L. Blakely (1995) in four dimensions, and Philip M. Podsakoff et al. (2000) in seven dimensions.

Organ categorizes organizational citizenship behavior into five dimensions as altruism, courtesy, conscientiousness, sportsmanship, and civic virtue (Organ, 1997). Graham classifies it into three dimensions: compliance, loyalty, and participation (Graham, 1991). Williams and Anderson categorize it into two dimensions as individual-oriented OCB and organization-oriented OCB (Williams & Anderson, 1991). Borman and Motowidlo examine OCB in six dimensions as helping and cooperating with others, sportsmanship, supporting organizational goals, adhering to organizational rules and procedures, sustaining effort, and voluntarily performing tasks (Borman & Motowidlo, 1993). Moorman and Blakely address it in four dimensions: interpersonal help, supporting commitment, individual effort, and individual initiative (Moorman & Blakely, 1995). Podsakoff, MacKenzie, Paine, and Bachrach classify OCB into seven dimensions as helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and individual development (Podsakoff et al., 1995).

2.3. Studies Examining the Relationship Between Green Organizational Behavior and Organizational Citizenship Behavior

A growing body of research has examined the relationship between green organizational behavior (GOB) and organizational citizenship behavior (OCB), highlighting how voluntary, environmentally responsible actions within organizations can foster broader pro-social behaviors. For example, Lamm et al. (2013) noted that while GOB and OCB differ in motivational orientation—environmental concern versus organizational concern—they share common features such as voluntariness and alignment with organizational culture.

Studies suggest that green management practices and pro-environmental leadership foster employee engagement in voluntary environmental actions, which often translate into citizenship behaviors that go beyond formal job requirements. Ishaque et al. (2025) demonstrated that environmentally proactive and creative employees contribute significantly to green human resource management, enhancing both GOB and OCB. Similarly, Jia et al. (2023) and Khan et al. (2023) found that employees who engage in green behaviors tend to develop stronger organizational identification and intrinsic motivation—key drivers of OCB.

These findings collectively support the notion that GOB can act as a catalyst for OCB by promoting a shared sense of environmental responsibility, intrinsic motivation, and organizational engagement. The present study builds on this premise by empirically testing the relationship between the five dimensions of GOB (environmental sensitivity, environmental participation, economic sensitivity, green purchasing, and technological sensitivity) and the core dimensions of OCB (altruism, courtesy, conscientiousness, sportsmanship, and civic virtue), thereby offering a multidimensional and theory-driven analysis of their interaction within the context of public service.

3. Methodology

3.1. Research Sample and Population

In this study, the relational screening model of the general screening model was used. The screening model is often employed in quantitative research and involves studies that have great potential, derived from large samples (Fraenkel et al., 2009). The population of the research consists of senior officers, officers, non-commissioned officers, expert gendarmes, expert privates, and civilian staff working in the central and provincial organizations of the Gendarmerie General Command. The data set obtained from the study was gathered through a survey method. Surveys were administered face-to-face, via email, and by telephone to 2,500 individuals, and 1,150 responses were received. Out of the responses, 15 were eliminated due to being incomplete or erroneous. Given the diversity of ranks and roles included, the sample is considered representative of the target population, aligning with established criteria for generalizability in quantitative studies (Yıldırım and Şimşek, 2013). The data of 1,135 participants were analyzed using the SPSS software. This is particularly important, as the inclusion of a military-public sample fills a notable gap in the literature, especially considering recent calls for diversified sectoral representation in green behavior research Aboramadan et al., 2022; Liu & Lin, 2022).

The rationale for selecting gendarmerie personnel as the research sample lies in the distinctive organizational structure and dual-function nature of the gendarmerie, which blends military discipline with public service responsibilities. These features make the gendarmerie a particularly relevant context for examining both GOB and OCB. Gendarmerie personnel are generally expected to exhibit a high level of responsibility, collaboration, and commitment—characteristics that align closely with the voluntary dimensions of OCB and GOB. Furthermore, the institution's widespread presence across diverse geographical areas provides an ideal setting to explore varied environmental attitudes and behaviors. Although the Gendarmerie General Command does not officially publish a comprehensive environmental strategy document, it has increasingly adopted practices aligned with environmental responsibility, such as waste reduction campaigns, energy-saving measures in facilities, and collaborations with environmental NGOs during public events. These organizational tendencies foster an environment in which personnel are encouraged—both formally and informally—to exhibit environmentally responsible and citizenship-oriented behaviors. While not all personnel have received formal environmental training, various institutional efforts—such as awareness campaigns and participation in green initiatives—indicate a growing organizational orientation toward environmental responsibility.

The survey used in the study consists of three sections. The first section includes the "Green Organizational Behavior Scale" developed by Ali Erbası (2019), which consists of 27 items. The scale's questions were measured using a 5-point Likert scale ranging from "1. Never" to "5. Always." This scale is grounded in the theoretical framework of pro-environmental behavior in organizations and aims to assess individual-level contributions to environmental sustainability within the workplace (Erbaşı, 2019). The second section includes the "Organizational Citizenship Behavior Scale," consisting of 15 items, developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990) and translated into Turkish by Karabey (2005). This scale has been found to have a high reliability level in various studies. The items for this scale were also measured using a 5-point Likert scale ranging from "1. Never" to "5. Always." This scale was developed to measure discretionary behaviors of employees that support organizational functioning beyond formal role expectations (Organ, 1988; Podsakoff et al., 2000). The third section of the survey contains five questions designed to determine the demographic characteristics of the participants. Ethics committee permission was given by Giresun University Rectorate Social Sciences Science and Engineering Sciences Research Ethics Committee for the survey application of this study, with the decision no. 18/05 dated 05 January 2022.

3.2. Research Hypotheses and Model

The main hypothesis of this study is that there is a positive relationship between the green organizational behavior and organizational citizenship behavior exhibited by employees working in the Gendarmerie General Command. Accordingly, the model of the study is presented below.

The theoretical foundation for this hypothesis is based on the notion that pro-environmental behaviors within organizations can foster positive attitudinal and behavioral outcomes among employees, including increased commitment, engagement, and voluntary contributions (Daily et al., 2009; Norton et al., 2015).

Moreover, OCB is closely tied to employees' internal motivations and value-driven actions, such as environmental sensitivity, which are part of GOB (Boiral & Paille, 2012).

In line with these hypotheses, the model of the research is presented in Figure 1.

The conceptual model aims to examine the multidimensional relationship between the five sub-dimensions of GOB (Environmental Sensitivity, Environmental Participation, Economic Sensitivity, Green Purchasing, Technological Sensitivity) and the five sub-dimensions of OCB (Altruism, Courtesy, Sportsmanship, Conscientiousness, Civic Virtue). Demographic variables such as gender, age, rank/status, tenure, and educational level are also analyzed to explore possible variations in both constructs.

Within the framework of the model, it is considered that the sub-dimensions of GOB and OCB are related to each other, and demographic variables affect both concepts. In this context, the following hypotheses are being tested:

H_A: There is a significant relationship between green organizational behavior and organizational citizenship behavior.

The hypothesis is supported by the Social Exchange Theory (Blau, 1964), which suggests that employees who perceive their organization as environmentally responsible may feel a moral obligation to reciprocate through positive discretionary behaviors such as OCB (Lamm et al., 2013; Kim et al., 2017).

H_{1a}: There is a significant relationship between environmental sensitivity and altruism.

H_{1b}: There is a significant relationship between environmental sensitivity and courtesy.

H_{1c}: There is a significant relationship between environmental sensitivity and sportsmanship.

H_{1d}: There is a significant relationship between environmental sensitivity and conscientiousness.

H_{1e}: There is a significant relationship between environmental sensitivity and civic virtue.

Environmental sensitivity refers to an employee's awareness and concern for the natural environment and its preservation in the workplace. Employees with high environmental sensitivity may feel a greater sense of personal responsibility, which translates into voluntary prosocial behaviors like altruism and courtesy (Robertson & Barling, 2013; Ones & Dilchert, 2012).

H_{2a}: There is a significant relationship between environmental participation and altruism.

H_{2b}: There is a significant relationship between environmental participation and courtesy.

H_{2c}: There is a significant relationship between environmental participation and sportsmanship.

H_{2d}: There is a significant relationship between environmental participation and conscientiousness.

H_{2e}: There is a significant relationship between environmental participation and civic virtue.

Environmental participation captures the degree to which employees actively engage in eco-initiatives at work. According to the Value-Belief-Norm theory (Stern, 2000), individuals who believe in the moral importance of sustainability are more likely to engage in voluntary behaviors, including OCB-related actions such as civic virtue and conscientiousness (Boiral, 2009; Paille & Boiral, 2013).

H_{3a}: There is a significant relationship between economic sensitivity and altruism.

H_{3b}: There is a significant relationship between economic sensitivity and courtesy.

H_{3c}: There is a significant relationship between economic sensitivity and sportsmanship.

H_{3d}: There is a significant relationship between economic sensitivity and conscientiousness.

H_{3e}: There is a significant relationship between economic sensitivity and civic virtue.

Economic sensitivity highlights the importance of conserving financial and natural resources simultaneously. Employees who show this sensitivity may demonstrate OCB by proposing efficiency solutions, being frugal with organizational resources, or supporting cost-effective eco-practices behaviors linked to conscientiousness and sportsmanship (Ramus & Killmer, 2007; Daily et al., 2009).

H_{4a}: There is a significant relationship between green purchasing and altruism.

H_{4b}: There is a significant relationship between green purchasing and courtesy.

H_{4c}: There is a significant relationship between green purchasing and sportsmanship.

H_{4d}: There is a significant relationship between green purchasing and conscientiousness.

Green purchasing behaviors reflect an individual's tendency to support and advocate for environmentally friendly procurement processes. Employees engaged in green purchasing may develop an enhanced sense of organizational identification, which has been linked to increased OCB levels (Mishra & Sharma, 2010).

H_{4e}: There is a significant relationship between green purchasing and civic virtue.

H_{5a}: There is a significant relationship between technological sensitivity and altruism.

H_{5b}: There is a significant relationship between technological sensitivity and courtesy.

H_{5c}: There is a significant relationship between technological sensitivity and sportsmanship.

H_{5d}: There is a significant relationship between technological sensitivity and conscientiousness.

H_{5e}: There is a significant relationship between technological sensitivity and civic virtue.

Technological sensitivity involves employees' openness to eco-friendly technologies and innovations. The Theory of Planned Behavior (Ajzen, 1991) supports the idea that attitudes toward sustainable technology influence voluntary behavior. Employees open to such technologies are more likely to engage in conscientious and civic behaviors (Chang & Chen, 2013; Norton et al., 2015).

In addition to the main hypotheses, the study investigates whether demographic characteristics—such as gender, age, status, years of service, and education level—affect participants' green organizational behavior and organizational citizenship behavior. Including demographic

variables in behavioral research is a common practice, especially in studies involving structured institutions such as the military and law enforcement.

Prior research has indicated that demographic variables can influence both pro-environmental and discretionary workplace behaviors. For example, Lambert et al. (2008) found that age and educational level were significantly related to OCB among correctional staff.

differences across status and demographic groups (Korkmaz & Ekmekçi, 2023; Gürbüz & Yüksel, 2017). Therefore, demographic-based hypotheses were developed to explore potential variances and enrich the interpretation of organizational behavior within the Gendarmerie General Command.

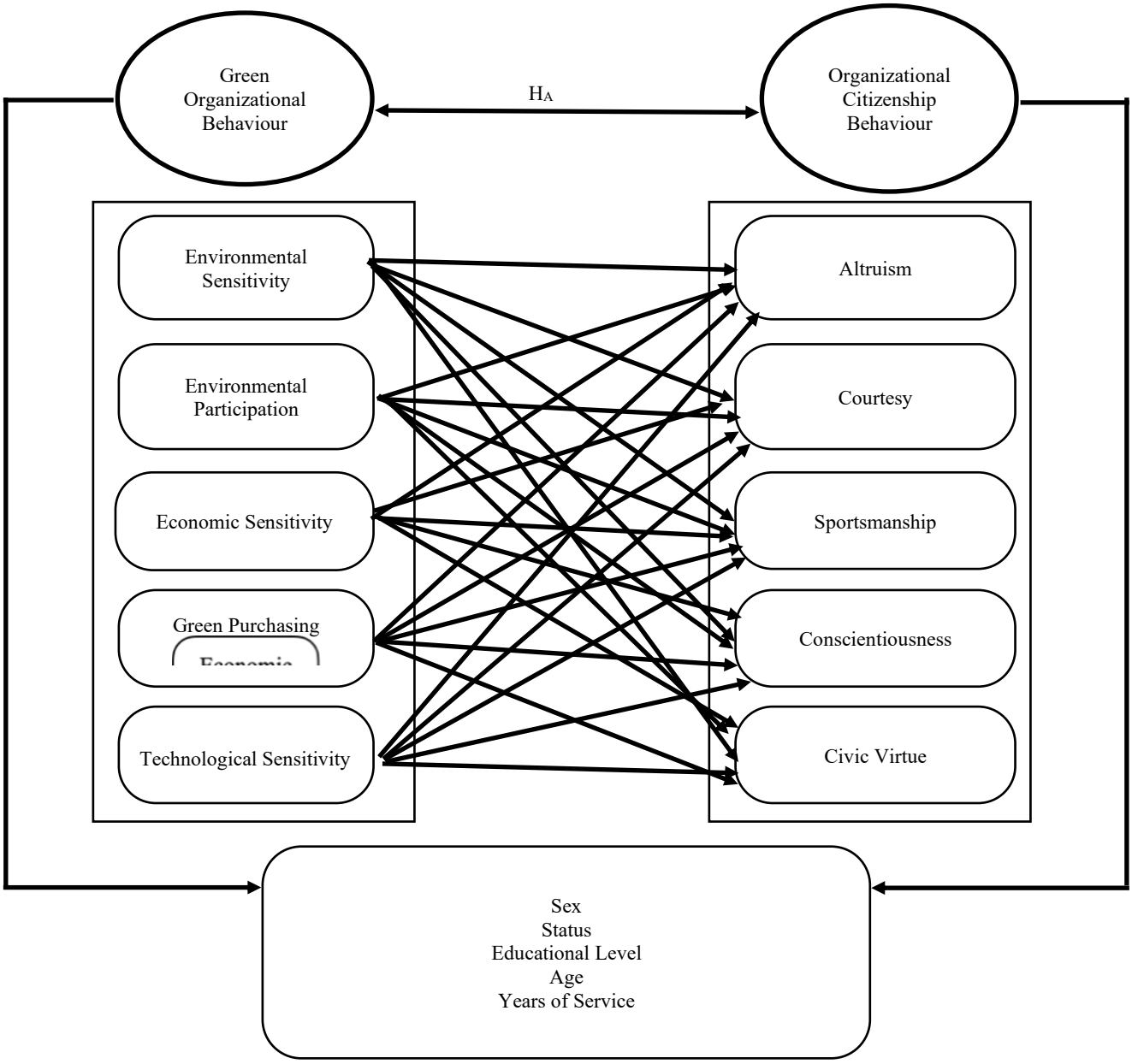

Figure 1: Research Model

Similarly, Kidder and Parks (2001) noted that gender could influence certain dimensions of OCB, such as altruism and courtesy. In the context of military and gendarmerie organizations, the hierarchical structure and unequal gender representation may also lead to perceptible behavioral

Within the scope of the study, the sub-hypotheses created to determine the relationship between the demographic characteristics of the participants and green organizational behavior as well as organizational citizenship behavior are as follows:

H_{6a}: There is no significant difference between gender and green organizational behavior.

H_{6b}: There is no significant difference between gender and organizational citizenship behavior.

H_{7a}: There is no significant difference between age groups and green organizational behavior.

H_{7b}: There is no significant difference between age groups and organizational citizenship behavior.

H_{8a}: There is no significant difference between status groups and green organizational behavior.

H_{8b}: There is no significant difference between status groups and organizational citizenship behavior.

H_{9a}: There is no significant difference between years of service and green organizational behavior.

H_{9b}: There is no significant difference between years of service and organizational citizenship behavior.

H_{10a}: There is no significant difference between education level and green organizational behavior.

H_{10b}: There is no significant difference between education level and organizational citizenship behavior.

3.3. Validity and Reliability of the Scales

Green Organizational Behavior (GOB) Scale

The Green Organizational Behavior Scale developed by Ali Erbaşı (2019) consists of 27 items measured on a 5-point Likert scale ranging from "1 = Never" to "5 = Always." This scale does not include any reverse-coded items. It is designed to assess pro-environmental behavior within organizational contexts. The scale has five dimensions identified through exploratory factor analysis: environmental awareness, environmental participation, ecological sensitivity, green purchasing, and technological sensitivity. Sample items include: "I participate in environmental protection activities in the organization" and "I prefer environmentally friendly products while purchasing for organizational needs."

The Cronbach's alpha value for this scale was found to be 0.949, indicating excellent internal consistency (Connelly, 2011). Cronbach's alpha values for the dimensions were as follows: environmental awareness (0.765), environmental participation (0.800), ecological sensitivity (0.672), green purchasing (0.742), and technological sensitivity (0.657). The KMO value was 0.949, and Bartlett's test of sphericity was significant (χ^2 = 11609.952, df = 351, p < .001), confirming the adequacy of the sample for factor analysis (Kaiser, 1974). Exploratory factor analysis (EFA) using principal component analysis with varimax rotation revealed a five-factor solution, explaining 53.61% of the total variance. Factor loadings ranged from .319 to .742.

Organizational Citizenship Behavior (OCB) Scale

The Organizational Citizenship Behavior Scale developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990) and translated into Turkish by Karabey (2005) includes 15 items, also measured on a 5-point Likert scale ranging from "1 = Never" to "5 = Always." There are no reverse-coded items in this scale. Although the original model proposed five dimensions (altruism, courtesy, sportsmanship, conscientiousness, and civic virtue), the exploratory factor analysis in this study yielded a two-factor structure. Sample items include: "I help colleagues who have heavy workloads" and "I always comply with the organization's rules and procedures even when nobody is watching."

The Cronbach's alpha value was 0.902, and the KMO value was 0.937. Bartlett's test was also significant (χ^2 = 7158.652, df = 105, p < .001), indicating that the data were suitable for factor analysis. Cronbach's alpha values for the sub-dimensions were as follows: altruism (0.726), courtesy (0.744), sportsmanship (0.703), conscientiousness (0.648), and civic virtue (0.741). The EFA revealed a two-factor solution explaining 51.43% of the total variance, with factor loadings ranging from .345 to .712.

Overall Assessment

The overall Cronbach's alpha for the entire survey instrument was 0.943, indicating very high internal consistency reliability. To assess data normality, skewness and kurtosis values were examined and found to be within the range of -1 to +1, indicating normal distribution (Jondeau & Rockinger, 2003; Kline, 2011; George & Mallery, 2010; Hair et al., 2010; Tabachnick & Fidell, 2013). Based on these findings, the data were considered appropriate for parametric testing. Since the study is exploratory in nature, Confirmatory Factor Analysis (CFA) was not performed. Therefore, model fit indices are not reported. Future research is encouraged to conduct CFA to assess the structural validity of the scales.

4. Research Findings

4.1. Findings Related to Demographic Characteristics

Table 1: Demographic Distribution of the Participants

		Frequency	Percentage
Sex	Female	25	2,2
	Male	1110	97,8
	Total	1135	100,0
Status	Senior Officer	10	0,9

	Officer	198	17,4
	Non-commissioned Officer (NCO)	240	21,1
	Specialist Gendarme	49	4,3
	Specialist Sergeant	628	55,3
	Civil Servent	10	0,9
	Total	1135	100,0
Age	24 and Below	124	10,9
	25-30	635	55,9
	31-35	237	20,9
	36-40	68	6,0
	41 and Above	71	6,3
	Total	1135	100,0
Years of Service	1-5 Years	722	63,6
	6-10 Years	191	16,8
	11-15 Years	105	9,3
	16-20 Years	51	4,5
	20 Years Above	66	5,8
	Total	1135	100,0
Level of Education	Middle School	14	1,2
	High School	368	32,4
	Associate Degree	283	24,9
	Bachelor's Degree	415	36,6
	Master's Degree	53	4,7
	Doctorate	2	0,2
	Total	1135	100,0

In the surveys conducted with personnel serving in both the central and provincial units of the Gendarmerie General Command, demographic data, including gender, rank, age, years of service, and educational background, were collected. Most of the 1135 participants were male, young (aged 25–30), and had less than five years of service. Most participants held the position of specialist soldier and possessed at least a high school or bachelor's degree. Detailed demographic distributions are presented in Table 1.

The mean and standard deviation values regarding employees' levels of green organizational behavior were calculated. The results indicate that employees demonstrate high levels of environmentally responsible behavior across various dimensions. In the environmental sensitivity dimension, the highest average was for the statement "I pay attention to using electricity efficiently". In the environmental participation dimension, the top-rated item was "I follow the eco-friendly rules in my organization". For the ecological sensitivity, employees most strongly agreed with the statement "I make sure not to open the window while the heating system is running". In terms of green purchasing, the statement "I pay attention to the expiration dates of consumed products" had the highest score. Finally, in the technological sensitivity dimension, the most emphasized behavior devices, "When I am not using technological devices, I put them in power-saving/sleep mode, turn them off, or unplug them". These findings suggest that employees are highly attentive to energy-saving practices, environmental rules, product safety, and efficient use of technology.

The mean and standard deviation values regarding employees' levels of green organizational behavior were calculated. Among the sub-dimensions, the highest average score in the altruism dimension was associated with the statement "I help new employees adapt to the organization", indicating a strong culture of peer support. In the courtesy dimension, employees reported the highest agreement with the statement "I make an effort not to exploit others 'rights", reflecting a high level of interpersonal respect and

awareness. In the sportsmanship dimension, the statement "I aim to stay in the organization long-term rather than quitting the job" received the highest score, suggesting employee loyalty and commitment to organizational continuity. In the conscientiousness dimension, the highest average was observed for the statement "Even in the absence of my supervisors, I comply with the organization's rules and procedures", indicating a strong sense of personal responsibility and internalized organizational discipline. Finally, in the civic virtue dimension, the highest average score was related to the statement "I keep up with the developments in my organization and adapt quickly", emphasizing employees' engagement with organizational change and adaptability. These findings suggest that employees with the Gendarmerie General Command demonstrate a high level of organizational citizenship behavior, characterized by mutual support, rule compliance, professional responsibility, and a proactive attitude toward institutional developments.

Pearson correlation analysis was conducted to examine the relationship between GOB and OCB along with their sub-dimensions. The correlation coefficient ranges from -1 to +1 and indicates the strength and direction (negative or positive) of the relationship between variables. The interpretation of the coefficient is as follows: 0.00–0.20 very weak correlation, 0.21–0.40 weak correlation, 0.41–0.60 moderate correlation, 0.61–0.80 strong correlation, and 0.81–1.00 very strong correlation (Salkind, 2019). The Pearson correlation coefficient between GOB and OCB was found to be 0.680, indicating a strong positive relationship. Based on the results of the correlation analysis, regression analysis was conducted to further support and complement the study (Güler et al., 2008).

According to the regression analysis results, GOB has a significant and positive effect on OCB ($\beta = 1.886$, $p < .001$), explaining 46.3% of the variance ($R^2 = .463$). When the sub-dimensions of GOB are analyzed in relation to the sub-dimensions of OCB:

- Environmental sensitivity was found to have significant positive effects on all dimensions of OCB. It explained 20.5% of the variance in altruism ($\beta = 2.086$, $p < .001$), 21.5% in courtesy ($\beta = 2.507$, $p < .001$), 22.6% in sportsmanship ($\beta = 1.931$, $p < .001$), 22.5% in conscientiousness ($\beta = 2.108$, $p < .001$), and 20.3% in civic virtue ($\beta = 2.028$, $p < .001$).
- Environmental participation also demonstrated positive effects on all OCB dimensions. It accounted for 25.2% of the variance in altruism ($\beta = 2.482$, $p < .001$), 23.3% in courtesy ($\beta = 2.970$, $p < .001$), 20.2% in sportsmanship ($\beta = 2.676$, $p < .001$), 21.1% in conscientiousness ($\beta = 2.768$, $p < .001$), and 25.1% in civic virtue ($\beta = 2.433$, $p < .001$).
- Ecological sensitivity showed positive and significant effects as well: 20.9% of the variance in altruism ($\beta = 2.865$, $p < .001$), 17.2% in courtesy ($\beta = 3.366$, $p < .001$), 18.4% in sportsmanship ($\beta = 2.952$, $p < .001$), 17.4% in conscientiousness ($\beta = 3.110$, $p < .001$), and 19.8% in civic virtue ($\beta = 2.868$, $p < .001$) were explained by this dimension.
- Green purchasing significantly impacted OCB sub-dimensions: 26.1% in altruism ($\beta = 2.554$, $p < .001$), 23.3% in courtesy ($\beta = 3.059$, $p < .001$), 23.1% in sportsmanship ($\beta = 2.653$, $p < .001$), 23.8% in conscientiousness ($\beta = 2.754$, $p < .001$), and 28.1% in civic virtue ($\beta = 2.427$, $p < .001$).
- Technological sensitivity was also found to positively affect all OCB dimensions. It explained 26.7% of the variance in altruism ($\beta = 2.745$, $p < .001$), 21.2% in courtesy ($\beta = 3.296$, $p < .001$), 21.7% in sportsmanship ($\beta = 2.906$, $p < .001$), 18.5% in conscientiousness ($\beta = 3.139$, $p < .001$), and 19.7% in civic virtue ($\beta = 2.959$, $p < .001$).

These findings collectively indicate that each dimension of green organizational behavior significantly contributes to fostering various aspects of organizational citizenship behavior among employees.

The Independent Samples t-test was conducted to determine whether GOB differs according to the gender variable. The findings are presented in Table 2. Table 2 displays the results of the independent samples t-test conducted to examine whether GOB and its sub-dimensions differ significantly by gender. According to the findings, no statistically significant differences were observed between female and male participants in any of the GOB sub-dimensions or in overall GOB scores ($p > .05$). For example, while female personnel scored slightly lower ($M = 4.4350$) than males ($M = 4.4894$) in Environmental Sensitivity, this difference was not significant ($t = -0.528$, $p = .597$). Similarly, across other sub-dimensions such as Ecological Sensitivity ($t = -0.518$, $p = .604$) and Technological Sensitivity ($t = -0.963$, $p = .336$), the differences remained statistically insignificant. These results suggest that gender does not play a meaningful role in shaping green organizational behavior among the personnel included in the sample.

To determine whether OCB differs according to the gender variable, an Independent Samples t-test was conducted. The findings are presented in Table 3. According to the findings, no statistically significant differences were observed between male and female participants in the overall OCB score or most of its sub-dimensions ($p > .05$). However, a significant difference was found in the Altruism sub-dimension ($t = -1.989$; $p = .047$). Specifically, female participants ($M = 4.2667$) scored significantly lower than their male counterparts ($M = 4.5102$), suggesting that male personnel exhibit higher levels of helping and voluntary behaviors. For other sub-dimensions—Courtesy ($p = .895$), Sportsmanship ($p = .263$), Conscientiousness ($p = .189$), and Civic Virtue ($p = .387$)—no significant gender-based differences were detected. Overall, the level of OCB among personnel appears largely consistent across genders.

Tablo 2: t-Test Results of the GOB Scale According to the Gender Variable

Green Organizational Behavior	Sex	Sample Size	Mean	Standard Deviation	Standard Error	t	p
Environmental Sensitivity	Female	25	4,4350	,43916	,08783	-,528	,597
	Male	1110	4,4894	,51054	,01532		
Ecological Sensitivity	Female	25	4,0400	,50000	,10000	-,518	,604
	Male	1110	4,1128	,69803	,02095		
Environmental Participation	Female	25	4,1829	,50088	,10018	-,560	,576
	Male	1110	4,2553	,64298	,01930		
Green Purchasing	Female	25	4,3400	,58577	,11715	,235	,814
	Male	1110	4,3074	,68601	,02059		
Technological Sensitivity	Female	25	4,1200	,66583	,13317	-,963	,336
	Male	1110	4,2679	,76106	,02284		
Green Organizational Behavior	Female	25	4,2474	,39497	,07899	-,559	,577
	Male	1110	4,3074	,53370	,01602		

Tablo 3: t-Test Results of the OCB Scale According to the Gender Variable

Organizational Citizenship Behavior	Sex	Sample Size	Mean	Standard Deviation	Standard Error	t	p
Altruism	Female	25	4,2667	,63099	,12620	-1,989	,047
	Male	1110	4,5102	,60477	,01815		
Courtesy	Female	25	4,6400	,54365	,10873	-,132	,895
	Male	1110	4,6541	,52475	,01575		
Sportsmanship	Female	25	4,3867	,65744	,13149	-1,121	,263
	Male	1110	4,5267	,61690	,01852		
Conscientiousness	Female	25	4,4000	,71362	,14272	-1,314	,189
	Male	1110	4,5553	,58098	,01744		
Civic Virtue	Female	25	4,4133	,64031	,12806	-,865	,387
	Male	1110	4,5231	,62703	,01882		
Organizational Citizenship Behavior	Female	25	4,4213	,42978	,08596	-1,357	,175
	Male	1110	4,5539	,48406	,01453		

The differences in participants' attitudes toward green organizational behavior based on age groups were analyzed using the ANOVA test. The findings of the analysis are presented in Table 4. Statistically significant differences were observed in the dimensions of Ecological Sensitivity ($F = 4.203$; $p = .002$) and Technological Sensitivity ($F = 3.188$; $p = .013$). Participants aged 24 and under reported the highest mean score for Ecological Sensitivity ($M = 4.3323$), which gradually decreased in older age groups. Similarly, for Technological Sensitivity, the youngest age group again reported the highest score ($M = 4.4704$), with a noticeable decline among participants aged 36–40. These findings suggest that younger personnel may be more sensitive to ecological concerns and more engaged with green technologies. For other sub-dimensions—Environmental

Sensitivity (p = .149), Environmental Participation (p = .550), and Green Purchasing (p = .319)—no statistically significant differences were found across age groups. Likewise, the overall GOB score did not significantly differ by age (F = 1.230; p = .296), indicating a generally uniform level of green behavior across age categories.

Tablo 4: ANOVA Test Results of GOB Scale by Age Groups

Green Organizational Behavior	Age	Sample	Mean	Standard	F	p
Environmental Sensitivity	24 and under	124	4,4919	,52424	1,695	,149
	25-30	635	4,4626	,53249		
	31-35	237	4,5000	,48207		
	36-40	68	4,5570	,42946		
	41 and above	71	4,6056	,40070		
Environmental Participation	24 and under	124	4,3203	,63061	,761	,550
	25-30	635	4,2587	,66498		
	31-35	237	4,2212	,60828		
	36-40	68	4,2773	,61896		
	41 and above	71	4,1791	,54943		
Ecological Sensitivity	24 and under	124	4,3323	,70717	4,203	**,002**
	25-30	635	4,1106	,70577		
	31-35	237	4,0354	,67303		
	36-40	68	4,0500	,69744		
	41 and above	71	4,0423	,55643		
Green Purchasing	24 and under	124	4,4093	,68397	1,178	,319
	25-30	635	4,3118	,69969		
	31-35	237	4,2911	,64984		
	36-40	68	4,2206	,69181		
	41 and above	71	4,2394	,63589		
Technological Sensitivity	24 and under	124	4,4704	,70616	3,188	**,013**
	25-30	635	4,2583	,76104		
	31-35	237	4,2166	,74344		
	36-40	68	4,1176	,93710		
	41 and above	71	4,2629	,63724		
Green Organizational Behavior	24 and under	124	4,4032	,54556	1,230	,296
	25-30	635	4,2995	,55645		
	31-35	237	4,2793	,49338		
	36-40	68	4,2919	,50213		
	41 and above	71	4,2984	,39767		

The differences in organizational citizenship behavior attitudes based on participants' age groups were analyzed using the ANOVA test. The findings of the analysis are presented in Table 5. The analysis revealed statistically significant differences in the dimensions of Altruism (F = 4.383; p = .002) and Sportsmanship (F = 2.539; p = .038). In the Altruism dimension, the highest mean score was observed in the 24 and under age group (M = 4.6183), while a noticeable decline was observed as age increased, with the lowest mean recorded in the 36–40 age group (M = 4.2647). This finding suggests that younger personnel tend to exhibit higher levels of helping behavior toward others. Similarly, in the Sportsmanship dimension, significant differences were identified, with the highest mean again in the 24 and under group (M = 4.6290) and the lowest mean in the 25–30 age group (M = 4.4803). Interestingly, the mean increased again in the 41 and above group (M = 4.6526), indicating that both younger and older personnel may be more tolerant of workplace challenges compared to middle-aged groups.

In contrast, no statistically significant differences were found across age groups for the dimensions of Courtesy (p = .320), Conscientiousness (p = .417), Civic Virtue (p = .362), and overall Organizational Citizenship Behavior (p = .353). These findings suggest that, except for specific sub-dimensions, OCB tends to remain relatively consistent across different age groups.

Tablo 5: ANOVA Test Results of OCB Scale by Age Groups

Organizational Citizenship Behavior	Age	Sample Size	Mean	Standard Deviation	F	p
Altruism	24 and under	124	4,6183	,55370	4,383	**,002**
	25-30	635	4,5270	,57622		
	31-35	237	4,4754	,63778		
	36-40	68	4,2647	,79292		
	41 and above	71	4,4366	,58443		
Courtesy	24 and under	124	4,6667	,56868	1,175	,320
	25-30	635	4,6294	,51800		
	31-35	237	4,6934	,52412		
	36-40	68	4,6324	,60714		
	41 and above	71	4,7371	,40986		
Sportsmanship	24 and under	124	4,6290	,57846	2,539	**,038**
	25-30	635	4,4803	,62719		
	31-35	237	4,5373	,65177		
	36-40	68	4,5539	,64030		
	41 and above	71	4,6526	,39213		
Conscientiousness	24 and under	124	4,5376	,59006	,981	,417
	25-30	635	4,5412	,57538		
	31-35	237	4,5626	,62621		
	36-40	68	4,5098	,64510		
	41 and above	71	4,6761	,42528		
Civic Virtue	24 and under	124	4,5349	,69430	1,087	,362
	25-30	635	4,5323	,60184		
	31-35	237	4,5260	,64140		

Tablo 5: ANOVA Test Results of OCB Scale by Age Groups

	36-40	68	4,3676	,77082		
	41 and above	71	4,5211	,51557		
Organizational Citizenship Behavior	24 and under	124	4,5973	,49768	1,105	,353
	25-30	635	4,5420	,46854		
	31-35	237	4,5589	,51145		
	36-40	68	4,4657	,59176		
	41 and above	71	4,6047	,35534		

Whether there is a difference in participants' green organizational behavior attitudes according to their statuses was analyzed using the ANOVA test. The findings of the analysis are presented in Table 6. Statistically significant differences were observed in the dimensions of Environmental Participation ($F = 2.535$; $p = .027$), Ecological Sensitivity ($F = 9.338$; $p = .027$), Green Purchasing ($F = 3.086$; $p = .009$), Technological Sensitivity ($F = 5.130$; $p < .001$), and overall Green Organizational Behavior ($F = 4.280$; $p < .001$). The mean scores for overall GOB indicate that Specialist NCOs exhibited the highest levels of green behavior ($M = 4.3644$), followed by Gendarmerie Specialists ($M = 4.2797$) and NCOs ($M = 4.2535$). In contrast, the lowest mean scores were recorded among Senior NCOs ($M = 4.0111$) and Civil Servants ($M = 4.0222$), suggesting that those not actively involved in field operations may be less engaged in environmentally conscious practices. In the Technological Sensitivity dimension, the Specialist NCO group again scored highest ($M = 4.3556$), whereas Senior NCOs reported the lowest mean ($M = 3.7000$). This finding indicates that mid-level technical personnel may be more responsive to green technological practices than their higher-ranking or administrative counterparts. The Ecological Sensitivity scores revealed a notable progression, with Specialist NCOs again leading ($M = 4.2264$), and Senior NCOs having the lowest mean ($M = 3.5800$), demonstrating a statistically significant difference across status groups. Although differences in Environmental Sensitivity did not reach statistical significance ($p = .076$), the highest mean was recorded among Gendarmerie Specialists ($M = 4.6199$), while Civil Servants had the lowest ($M = 4.2500$). These findings highlight meaningful variations in green behavior across different ranks and roles, particularly in the dimensions involving ecological awareness, green purchasing, and technological adaptability. The results suggest that duty status plays an influential role in shaping the adoption of green practices within the Gendarmerie organization.

Tablo 6: ANOVA Test Results of the GOB Scale According to Status

Green Organizational Behavior	**Status**	**Sample Size**	**Mean**	**Standard Deviation**	**F**	**p**
Environmental Sensitivity	Senior NCO	10	4,5625	,46491	2,002	,076
	Officer	198	4,4362	,50312		
	NCO	240	4,4542	,51948		
	Gendarmerie Specialist	49	4,6199	,39853		
	Specialist NCO	628	4,5100	,50821		
	Civil Servant	10	4,2500	,76830		
Environmental Participation	Senior NCO	10	3,8571	,54294	2,535	**,027**
	Officer	198	4,2157	,63133		
	NCO	240	4,2333	,61447		
	Gendarmerie Specialist	49	4,1370	,58609		

Tablo 6: ANOVA Test Results of the GOB Scale According to Status

	Specialist NCO	628	4,2950	,65264		
	Civil Servant	10	3,8714	,70775		
Ecological Sensitivity	Senior NCO	10	3,5800	,23944	9,338	**,027**
	Officer	198	3,9303	,68203		
	NCO	240	4,0008	,66760		
	Gendarmerie Specialist	49	4,0816	,56409		
	Specialist NCO	628	4,2264	,70015		
	Civil Servant	10	3,7800	,62147		
Green Purchasing	Senior NCO	10	3,9500	,64334	3,086	**,009**
	Officer	198	4,2336	,67969		
	NCO	240	4,2500	,70116		
	Gendarmerie Specialist	49	4,1633	,64459		
	Specialist NCO	628	4,3734	,67545		
	Civil Servant	10	4,1500	,72839		
Technological Sensitivity	Senior NCO	10	3,7000	1,10498	5,130	**<,001**
	Officer	198	4,1246	,76158		
	NCO	240	4,1917	,70551		
	Gendarmerie Specialist	49	4,1905	,80795		
	Specialist NCO	628	4,3556	,75811		
	Civil Servant	10	4,0000	,58794		
Green Organizational Behavior	Senior NCO	10	4,0111	,31526	4,280	**<,001**
	Officer	198	4,2207	,52515		
	NCO	240	4,2535	,50906		
	Gendarmerie Specialist	49	4,2797	,42821		
	Specialist NCO	628	4,3644	,54186		
	Civil Servant	10	4,0222	,64179		

Whether there is a difference in participants' organizational citizenship behavior attitudes according to their statuses was analyzed using the ANOVA test. The findings of the analysis are presented in Table 7. Among the five sub-dimensions, only Altruism showed a statistically significant difference ($F = 7.014$; $p < .001$). The other sub-dimensions—Courtesy ($p = .070$), Sportsmanship ($p = .055$), Conscientiousness ($p = .177$), and Civic Virtue ($p = .119$)—did not reach statistical significance. Similarly, the overall OCB score did not differ significantly across status groups ($F = 2.012$; $p = .074$). In terms of Altruism, Specialist NCOs reported the highest mean ($M = 4.5955$), followed by Gendarmerie Specialists ($M = 4.4626$) and NCOs ($M = 4.4111$). Conversely, Senior NCOs scored the lowest ($M =$

4.1667), indicating significantly less altruistic behavior compared to other groups. This suggests that personnel at the mid-level ranks may exhibit stronger tendencies to support and assist others in the organization. Although not statistically significant, the Courtesy dimension showed relatively high means across all groups, with Gendarmerie Specialists scoring the highest (M = 4.7823) and Civil Servants the lowest (M = 4.2333), implying potential practical differences worth further exploration. Similarly, Sportsmanship scores were highest among Gendarmerie Specialists (M = 4.6803), while Civil Servants had the lowest mean (M = 4.2667). These patterns, despite their lack of statistical significance, may reflect differences in job structure or motivation across duty roles. Overall, the total OCB mean scores indicate that Specialist NCOs (M = 4.5805) and Gendarmerie Specialists (M = 4.5878) display higher levels of citizenship behavior, while Civil Servants (M = 4.2800) and Senior NCOs (M = 4.3667) tend to report lower levels. While the difference in overall OCB was not statistically significant, the trend suggests that field-oriented and operational personnel might demonstrate stronger OCB characteristics than those in administrative or senior leadership roles.

Tablo 7: ANOVA Test Results of OCB Scale by Status

Organizational Citizenship Behavior	Status	Sample Size	Mean	Standard Deviation	F	p
Altruism	Senior NCO	10	4,1667	,86424	7,014	**<,001**
	Officer	198	4,3653	,57841		
	NCO	240	4,4111	,69297		
	Gendarmerie Specialist	49	4,4626	,57258		
	Specialist NCO	628	4,5955	,55774		
	Civil Servant	10	4,3667	,80814		
Courtesy	Senior NCO	10	4,7000	,33148	2,047	,070
	Officer	198	4,6801	,42462		
	NCO	240	4,6431	,57038		
	Gendarmerie Specialist	49	4,7823	,35060		
	Specialist NCO	628	4,6454	,54196		
	Civil Servant	10	4,2333	,77060		
Sportsmanship	Senior NCO	10	4,4667	,72350	2,177	,055
	Officer	198	4,5017	,56575		
	NCO	240	4,4431	,70694		
	Gendarmerie Specialist	49	4,6803	,41365		
	Specialist NCO	628	4,5541	,60367		
	Civil Servant	10	4,2667	,73367		
Conscientiousness	Senior NCO	10	4,4000	,64406	1,532	,177
	Officer	198	4,5269	,56710		
	NCO	240	4,5194	,62461		
	Gendarmerie Specialist	49	4,6054	,45984		

Tablo 7: ANOVA Test Results of OCB Scale by Status

	Specialist NCO	628	4,5764	,57719		
	Civil Servant	10	4,1667	,75768		
Civic Virtue	Senior NCO	10	4,1000	,73786	1,755	,119
	Officer	198	4,5758	,53384		
	NCO	240	4,4958	,65894		
	Gendarmerie Specialist	49	4,4082	,63925		
	Specialist NCO	628	4,5308	,63698		
	Civil Servant	10	4,3667	,65640		
Organizational Citizenship Behavior	Senior NCO	10	4,3667	,60553	2,012	,074
	Officer	198	4,5300	,41662		
	NCO	240	4,5025	,53113		
	Gendarmerie Specialist	49	4,5878	,34498		
	Specialist NCO	628	4,5805	,48542		
	Civil Servant	10	4,2800	,66726		

Whether there is a difference in participants' green organizational behavior attitudes according to their years of service was analyzed using the ANOVA test. The findings of the analysis are presented in Table 8. Among the five sub-dimensions, statistically significant differences were observed in Environmental Sensitivity ($F = 3.017$; $p = .017$) and Technological Sensitivity ($F = 2.599$; $p = .035$). No significant differences were found in Environmental Participation ($p = .875$), Ecological Sensitivity ($p = .069$), or Green Purchasing ($p = .739$). The overall GOB score also did not differ significantly by years of service ($F = 0.457$; $p = .767$). For Environmental Sensitivity, the mean scores increased with length of service. Personnel with more than 20 years of service reported the highest mean ($M = 4.6212$), followed by those with 16–20 years ($M = 4.5907$), while the lowest score was observed among those with 6–10 years ($M = 4.4084$). This suggests that longer-serving personnel may exhibit greater awareness of environmental responsibilities. In terms of Technological Sensitivity, those with 1–5 years of service had the highest average score ($M = 4.3121$), indicating a stronger inclination toward adopting and using environmentally friendly technologies. Conversely, personnel with 16–20 years of service showed the lowest mean ($M = 4.0980$), possibly reflecting generational differences in technology usage or comfort levels with green innovations. Although the other sub-dimensions did not reach statistical significance, it is noteworthy that Environmental Participation showed relatively stable means across all service groups, indicating a generally consistent level of behavioral engagement in environmental initiatives regardless of tenure.

Tablo 8: ANOVA Test Results of the GOB Scale According to Years of Service

Green Organizational Behavior	**Years of Service**	**Sample Size**	**Mean**	**Standard Deviation**	**F**	**p**
Environmental Sensitivity	1-5 Years	722	4,4841	,52210	3,017	**,017**
	6-10 Years	191	4,4084	,54813		
	11-15 Years	105	4,5286	,40588		
	16-20 Years	51	4,5907	,43595		
	20 Years above	66	4,6212	,40010		

Tablo 8: ANOVA Test Results of the GOB Scale According to Years of Service

Environmental Participation	1-5 Years	722	4,2671	,65177	,305	,875
	6-10 Years	191	4,2506	,65082		
	11-15 Years	105	4,2150	,62274		
	16-20 Years	51	4,2129	,58020		
	20 Years above	66	4,2100	,55765		
Ecological Sensitivity	1-5 Years	722	4,1396	,71738	2,178	,069
	6-10 Years	191	4,1372	,65037		
	11-15 Years	105	3,9448	,72031		
	16-20 Years	51	4,0314	,58566		
	20 Years above	66	4,0515	,55171		
Green Purchasing	1-5 Years	722	4,3186	,69397	,496	,739
	6-10 Years	191	4,3272	,66757		
	11-15 Years	105	4,2857	,69978		
	16-20 Years	51	4,2059	,61989		
	20 Years above	66	4,2538	,64673		
Technological Sensitivity	1-5 Years	722	4,3121	,73809	2,599	**,035**
	6-10 Years	191	4,1466	,81688		
	11-15 Years	105	4,2190	,77326		
	16-20 Years	51	4,0980	,89267		
	20 Years above	66	4,2879	,63215		
Green Organizational Behavior	1-5 Years	722	4,3204	,55127	,457	,767
	6-10 Years	191	4,2761	,53345		
	11-15 Years	105	4,2688	,49892		
	16-20 Years	51	4,2774	,44619		
	20 Years above	66	4,3176	,39566		

Whether there is a difference in participants' attitudes toward organizational citizenship behavior according to their years of service was analyzed using ANOVA. The findings of the analysis are presented in Table 9. Among the five OCB sub-dimensions, only Altruism showed a statistically significant difference across service groups ($F = 4.964$; $p < .001$). No significant differences were found in the sub-dimensions of Courtesy ($p = .542$), Sportsmanship ($p = .420$), Conscientiousness ($p = .404$), or Civic Virtue ($p = .271$). Similarly, overall OCB scores did not differ significantly based on years of service ($F = 1.068$; $p = .371$). For the Altruism dimension, personnel with 1–5 years of service had the highest mean score ($M = 4.5397$), followed closely by those with 6–10 years ($M = 4.5026$), while personnel with 16–20 years of service reported the lowest mean score ($M = 4.1634$). This may suggest that newer or mid-career personnel are more inclined to engage in voluntary and helpful behaviors beyond their formal duties. The absence of significant differences in the other OCB dimensions implies a general consistency in courtesy, sportsmanship, conscientiousness, and civic virtue behaviors regardless of tenure. Notably, even though the overall OCB score was slightly higher for personnel with

more than 20 years of service (M = 4.6212), this difference was not statistically significant.

Tablo 9: ANOVA Test Results of the OCB Scale According to Years of Service

Organizational Citizenship Behavior	Years of Service	Sample	Mean	Standard	F	p
Altruism	1-5 Years	722	4,5397	,56891	4,964	**<,001**
	6-10 Years	191	4,5026	,64967		
	11-15 Years	105	4,4476	,70078		
	16-20 Years	51	4,1634	,69080		
	20 Years above	66	4,4848	,56744		
Courtesy	1-5 Years	722	4,6353	,53215	,774	,542
	6-10 Years	191	4,6806	,53512		
	11-15 Years	105	4,6698	,55949		
	16-20 Years	51	4,6797	,37689		
	20 Years above	66	4,7323	,45374		
Sportsmanship	1-5 Years	722	4,5069	,61799	,975	,420
	6-10 Years	191	4,5340	,62770		
	11-15 Years	105	4,5333	,70499		
	16-20 Years	51	4,5229	,60829		
	20 Years above	66	4,6616	,41135		
Conscientiousness	1-5 Years	722	4,5425	,58448	1,004	,404
	6-10 Years	191	4,5515	,62557		
	11-15 Years	105	4,5714	,60397		
	16-20 Years	51	4,4837	,53878		
	20 Years above	66	4,6768	,44133		
Civic Virtue	1-5 Years	722	4,5346	,60418	1,292	,271
	6-10 Years	191	4,5061	,67438		
	11-15 Years	105	4,5238	,72036		
	16-20 Years	51	4,3333	,66999		
	20 Years above	66	4,5505	,52783		
Organizational Citizenship Behavior	1-5 Years	722	4,5518	,46986	1,068	,371
	6-10 Years	191	4,5550	,51685		
	11-15 Years	105	4,5492	,56851		
	16-20 Years	51	4,4366	,46444		
	20 Years above	66	4,6212	,38004		

Whether there is a difference in participants' green organizational behavior attitudes based on their education level was analyzed using the ANOVA test. The findings of the analysis are presented in Table 10. The results reveal that

significant differences exist across education levels for the sub-dimensions of Ecological Sensitivity ($F = 6.924$; $p < .001$), Green Purchasing ($F = 3.279$; $p = .006$), and Technological Sensitivity ($F = 4.702$; $p < .001$). Additionally, a statistically significant difference was found in the overall GOB scores ($F = 4.060$; $p = .001$). Participants with a middle school education demonstrated the highest mean scores in several sub-dimensions, including Green Purchasing ($M = 4.6071$), Technological Sensitivity ($M = 4.5476$), and overall GOB ($M = 4.4868$), suggesting a strong engagement in green behaviors despite lower formal education. Doctorate holders also reported high mean scores; however, the sample size for this group was very small ($n = 2$), which limits the generalizability of these findings. Conversely, personnel holding bachelor's degrees reported comparatively lower mean scores, particularly in Ecological Sensitivity ($M = 3.9586$) and Green Purchasing ($M = 4.2127$), indicating a potential decline in green behavioral tendencies at this educational level. This trend may reflect increased role demands, bureaucratic constraints, or differences in environmental engagement linked to job responsibilities. No statistically significant differences were observed in the sub-dimensions of Environmental Sensitivity ($p = .241$) and Environmental Participation ($p = .073$), suggesting these behaviors may be more uniformly distributed across education levels.

Tablo 10: ANOVA Test Results of the GOB Scale by Education Level

Green Organizational Behavior	Education Level	Sample Size	Mean	Standard Deviation	F	p
Environmental Sensitivity	Middle School	14	4,5893	,37477	1,348	,241
	High School	368	4,4966	,51467		
	Associate Degree	283	4,5212	,51645		
	Bachelor's Degree	415	4,4452	,51143		
	Master's Degree	53	4,5495	,42626		
	Doctorate (Ph.D.)	2	4,8750	,17678		
Environmental Participation	Middle School	14	4,3980	,75630	2,022	,073
	High School	368	4,2908	,63655		
	Associate Degree	283	4,2918	,65848		
	Bachelor's Degree	415	4,1797	,62173		
	Master's Degree	53	4,3181	,64902		
	Doctorate (Ph.D.)	2	4,7143	,40406		
Ecological Sensitivity	Middle School	14	4,3143	,85111	6,924	**<,001**
	High School	368	4,2179	,69643		
	Associate Degree	283	4,1873	,70105		
	Bachelor's Degree	415	3,9586	,66508		
	Master's Degree	53	4,0943	,63561		
	Doctorate (Ph.D.)	2	4,4000	,28284		
Green Purchasing	Middle School	14	4,6071	,64833	3,279	**,006**
	High School	368	4,3811	,65663		
	Associate Degree	283	4,3348	,69850		
	Bachelor's Degree	415	4,2127	,68396		
	Master's Degree	53	4,3113	,72706		

Tablo 10: ANOVA Test Results of the GOB Scale by Education Level

	Doctorate (Ph.D.)	2	4,7500	,35355		
Technological Sensitivity	Middle School	14	4,5476	,80178	4,702	**<,001**
	High School	368	4,3605	,76511		
	Associate Degree	283	4,3333	,73310		
	Bachelor's Degree	415	4,1341	,74963		
	Master's Degree	53	4,1761	,78338		
	Doctorate (Ph.D.)	2	4,3333	,94281		
Green Organizational Behavior	Middle School	14	4,4868	,50278	4,060	**,001**
	High School	368	4,3594	,53369		
	Associate Degree	283	4,3514	,55342		
	Bachelor's Degree	415	4,2172	,50840		
	Master's Degree	53	4,3284	,49712		
	Doctorate (Ph.D.)	2	4,6667	,15713		

The difference in participants' organizational citizenship behavior attitudes based on their educational level was analyzed using ANOVA. The findings of the analysis are presented in Table 11. Among the five OCB sub-dimensions, a statistically significant difference was observed only in Altruism ($F = 6.048$; $p < .001$). The remaining dimensions — Courtesy ($p = .934$), Sportsmanship ($p = .881$), Conscientiousness ($p = .688$), and Civic Virtue ($p = .405$) — did not show statistically significant differences across educational groups. Similarly, the total OCB scores did not differ significantly by education level ($F = 0.754$; $p = .583$). In the Altruism dimension, personnel with a middle school education reported the highest mean score ($M = 4.7143$), followed by high school graduates ($M = 4.6060$). Conversely, bachelor's degree holders exhibited the lowest mean altruism score ($M = 4.3871$). Although doctorate holders scored relatively high ($M = 4.5000$), the very limited sample size ($n = 2$) restricts the generalizability of this finding. These results suggest that lower education levels may be associated with higher levels of altruistic behavior in the workplace, possibly reflecting a stronger orientation toward communal or collectivist values. No significant variations in the overall OCB scores by education level suggest a general consistency in organizational citizenship behaviors among personnel, regardless of formal education. This finding may point to the institutional culture of the Gendarmerie, which promotes uniformity in work ethic and behavior irrespective of educational attainment.

Tablo 11: ANOVA Test Results of OCB Scale by Education Level

Organizational Citizenship Behavior	**Education Level**	**Sample Size**	**Mean**	**Standard Deviation**	**F**	**p**
Altruism	Middle School	14	4,7143	,58261	6,048	**<,001**
	High School	368	4,6060	,55918		
	Associate Degree	283	4,5477	,57563		
	Bachelor's Degree	415	4,3871	,64916		
	Master's Degree	53	4,4403	,59115		
	Doctorate (Ph.D.)	2	4,5000	,70711		
Courtesy	Middle School	14	4,5238	,68829	,261	,934

Tablo 11: ANOVA Test Results of OCB Scale by Education Level

	High School	368	4,6603	,54383		
	Associate Degree	283	4,6384	,52591		
	Bachelor's Degree	415	4,6635	,51441		
	Master's Degree	53	4,6478	,43074		
	Doctorate (Ph.D.)	2	4,6667	,47140		
Sportsmanship	Middle School	14	4,5714	,74454	,352	,881
	High School	368	4,5480	,62163		
	Associate Degree	283	4,5006	,63169		
	Bachelor's Degree	415	4,5197	,61260		
	Master's Degree	53	4,5094	,54146		
	Doctorate (Ph.D.)	2	4,1667	,23570		
Conscientiousness	Middle School	14	4,5476	,56398	,616	,688
	High School	368	4,5688	,59065		
	Associate Degree	283	4,5583	,56844		
	Bachelor's Degree	415	4,5205	,60420		
	Master's Degree	53	4,6352	,47260		
	Doctorate (Ph.D.)	2	4,8333	,23570		
Civic Virtue	Middle School	14	4,6667	,43363	1,020	,405
	High School	368	4,5299	,64662		
	Associate Degree	283	4,4959	,66213		
	Bachelor's Degree	415	4,5052	,60408		
	Master's Degree	53	4,6541	,51041		
	Doctorate (Ph.D.)	2	5,0000	,00000		
Organizational Citizenship Behavior	Middle School	14	4,6048	,52783	,754	,583
	High School	368	4,5826	,50236		
	Associate Degree	283	4,5482	,47542		
	Bachelor's Degree	415	4,5192	,48129		
	Master's Degree	53	4,5774	,38850		
	Doctorate (Ph.D.)	2	4,6333	,32998		

Based on the findings from the study:

- Green organizational behavior has a significant positive effect on organizational citizenship behavior ($p<.001$). The variance in employees 'perception of green organizational behavior and their demonstration of organizational citizenship behavior is 46,3% ($R^2=.463$). **Therefore, the alternative hypothesis (H_A) is supported.** These findings align with recent studies that demonstrate how environmentally proactive behaviors reinforce broader prosocial tendencies at work

(Chaudhary & Akhouri, 2023; Wu & Wang, 2022).

- Environmental sensitivity has a significant positive effect on altruism (p<.001). The variance in employees ' perception of environmental sensitivity and their demonstration of altruistic behavior is 20,5% (R^2=.205). **Therefore, hypothesis H_{1a} is supported.**
- Environmental sensitivity has a significant positive effect on courtesy (p<.001). The variance in employees ' perception of environmental sensitivity and their demonstration of courteous behavior is 21,5% (R^2=.215). **Therefore, hypothesis H_{1b} is supported.**
- Environmental sensitivity has a significant positive effect on sportsmanship (p<.001). The variance in employees 'perception of environmental sensitivity and their demonstration of sportsmanship behavior is 22,6% (R^2=.226). **Therefore, hypothesis H_{1c} is supported.**
- Environmental sensitivity has a significant positive effect on conscientiousness (p<.001). The variance in employees 'perception of environmental sensitivity and their demonstration of conscientious behavior is 22,5% (R^2=.225). **Therefore, hypothesis H_{1d} is supported.**
- Environmental sensitivity has a significant positive effect on civic virtue (p<.001). The variance in employees 'perception of environmental sensitivity and their demonstration of civic virtue behavior is 20,3% (R^2=.203). **Therefore, hypothesis H_{1e} is supported.**
- Environmental participation has a significant positive effect on altruism (p<.001). The variance in employees ' perception of environmental participation and their demonstration of altruistic behavior is 25,2% (R^2=.252). **Therefore, hypothesis H_{2a} is supported.**
- Environmental participation has a significant positive effect on courtesy (p<.001). The variance in employees ' perception of environmental participation and their demonstration of courteous behavior is 23,3% (R^2=.233). **Therefore, hypothesis H_{2b} is supported.**
- Environmental participation has a significant positive effect on sportsmanship (p<.001). The variance in employees 'perception of environmental participation and their demonstration of sportsmanship behavior is 20,2% (R^2=.202). **Therefore, hypothesis H_{2c} is supported.**
- Environmental participation has a significant positive effect on conscientiousness (p<.001). The variance in employees 'perception of environmental participation and their demonstration of conscientious behavior 21,1% (R^2=.211). **Therefore, hypothesis H_{2d} is supported.**
- Environmental participation has a significant positive effect on civic virtue (p<.001). The variance in employees 'perception of environmental participation and their demonstration of civic virtue behavior is 25,1% (R^2=.251). **Therefore, hypothesis H_{2e} is supported.**
- Ecological sensitivity has a significant positive effect on altruism (p<.001). The variance in employees ' perception of ecological sensitivity and their demonstration of altruistic behavior is 20,9% (R^2=.209). **Therefore, hypothesis H_{3a} is supported.**
- Ecological sensitivity has a significant positive effect on courtesy (p<.001). The variance in employees ' perception of ecological sensitivity and their demonstration of courteous behavior is 17,2% (R^2=.172). **Therefore, hypothesis H_{3b} is supported.**
- Ecological sensitivity has been found to have a positive and significant effect on sportsmanship (p<.001). The variance explained by employees 'perception of ecological sensitivity and their demonstration of sportsmanship behavior is 18,4% (R^2=.184). **Therefore, hypothesis H_{3c} is supported.**
- Ecological sensitivity has a significant positive effect on sportsmanship (p<.001). The variance in employees ' perception of ecological sensitivity and their demonstration of sportsmanship behavior is 17,4% (R^2=.174). **Therefore, hypothesis H_{3d} is supported.**
- Ecological sensitivity has a significant positive effect on civic virtue (p<.001). The variance in employees ' perception of ecological sensitivity and their demonstration of civic virtue behavior is 19,8% (R^2=.198). **Therefore, hypothesis H_{3e} is supported.**
- Green purchasing has a significant positive effect on altruism (p<.001). The variance in employees ' perception of green purchasing and their demonstration of altruistic behavior is 26,1% (R^2=.261). **Therefore, hypothesis H_{4a} is supported.**
- Green purchasing has a significant positive effect on courtesy (p<.001). The variance in employees ' perception of green purchasing and their demonstration of courteous behavior is 23,3% (R^2=.233). **Therefore, hypothesis H_{4b} is supported.**
- Green purchasing has a significant positive effect on sportsmanship (p<.001). The variance in employees ' perception of green purchasing and their demonstration of sportsmanship behavior is 23,1% (R^2=.231). **Therefore, hypothesis H_{4c} is supported.**
- Green purchasing has a significant positive effect on conscientiousness (p<.001). The variance in employees ' perception of green purchasing and their demonstration of conscientiousness behavior is 23,8% (R^2=.238). **Therefore, hypothesis H_{4d} is supported.**
- Green purchasing has a significant positive effect on civic virtue (p<.001). The variance in employees ' perception of green purchasing and their demonstration of civic virtue behavior is 28,1% (R^2=..281). **Therefore, hypothesis H_{4e} is supported.**
- Technological sensitivity has a significant positive effect on altruism (p<.001). The variance in employees '

perception of technological sensitivity and their demonstration of altruistic behavior is 26,7% (R^2=.267). **Therefore, hypothesis H_{5a} is supported.**

- Technological sensitivity has a significant positive effect on courtesy (p<.001). The variance in employees ' perception of technological sensitivity and their demonstration of courteous behavior is 21,2% (R^2=.212). **Therefore, hypothesis H_{5b} is supported.**
- Technological sensitivity has a significant positive effect on sportsmanship (p<.001). The variance in employees ' perception of technological sensitivity and their demonstration of gentlemanly behavior is 21,7% (R^2=.217). **Therefore, hypothesis H_{5c} is supported.**
- Technological sensitivity has a significant positive effect on conscientiousness (p<.001). The variance in employees 'perception of technological sensitivity and their demonstration of conscientious behavior is 18,5% (R^2=.185). **Therefore, hypothesis H_{5d} is supported.**
- Technological sensitivity has a significant positive effect on civic virtue (p<.001). The variance in employees ' perception of technological sensitivity and their demonstration of civic virtue behavior is 19,7% (R^2=.197). **Therefore, hypothesis H_{5e} is supported.**
- Based on the independent sample t-test results, there is no significant difference between women and men in terms of green behaviors (p>.05). **Therefore, hypothesis H_{6a} is supported.**
- Based on the Mann-Whitney U test results, there is a significant difference between women and men in terms of organizational citizenship behaviors (p<.05). **Therefore, the results did not provide sufficient evidence to support the hypothesis H_{6b}.**
- There is no significant difference between participants ' age groups and green organizational behavior (p>.05). In other words, changes in participants 'age groups do not affect green organizational behavior. **Therefore, hypothesis H_{7a} is supported.**
- There is no significant difference between participants ' age groups and organizational citizenship behavior (p>.05). In other words, changes in participants 'age groups do not affect organizational citizenship behavior. **Therefore, hypothesis H_{7b} is supported.**
- There is a significant difference between participants ' statuses and green organizational behavior (p<.05). In other words, changes in participants 'statuses affect green organizational behavior. **Therefore, the results did not provide sufficient evidence to support the hypothesis H_{8a}.**
- There is no significant difference between participants ' statuses and organizational citizenship behavior (p>.05). In other words, changes in participants 'statuses do not affect organizational citizenship behavior. **Therefore, hypothesis H_{8b} is supported.**
- There is no significant difference between participants ' years of service and green organizational behavior (p>.05). In other words, changes in participants 'years of service do not affect green organizational behavior. **Therefore, hypothesis H_{9a} is supported.**
- There is no significant difference between participants ' years of service distribution and organizational citizenship behavior (p>.05). In other words, changes in participants 'years of service do not affect organizational citizenship behavior. **Therefore, hypothesis H_{9b} is supported.**
- There is a significant difference between participants ' education levels and green organizational behavior (p<.05). In other words, changes in participants ' education levels affect green organizational behavior. **Therefore, the results did not provide sufficient evidence to support the hypothesis H_{10a}.**
- There is no significant difference between participants ' education levels and organizational citizenship behavior (p>.05). In other words, changes in participants ' education levels do not affect organizational citizenship behavior. **Therefore, hypothesis H_{10b} is supported.**

5. Conclusion And Recommendations

This study examines the effect of GOB on OCB, grounded in the Theory of Planned Behavior and Social Exchange Theory. These theories support the assumption that pro-environmental behaviors within an organization can enhance voluntary and supportive behaviors among employees. This research fills an important gap in the literature by focusing on military personnel—a group rarely studied in relation to green behaviors—thus expanding the contextual scope of GOB–OCB research. The findings from the Gendarmerie General Command provide insights into how formal structure and discipline intersect with environmentally responsible behavior.

The analysis of demographic variables (H_6a–$H_{10}b$) revealed that while age and years of service did not significantly affect GOB or OCB, variables such as gender, status, and education level showed meaningful differences. These findings are valuable for developing targeted environmental training programs and promoting OCB in specific demographic groups. According to these results, it can be said that gender, age groups, and years of service do not affect the display of green organizational behavior. However, status groups and educational levels do lead to differences in the display of green organizational behavior. Based on these results, it can be suggested that those in the specialist non-commissioned officer status and those with a doctoral education level may exhibit more green organizational behavior. This highlights how hierarchical dynamics in military institutions can unintentionally promote or inhibit green behavior. This aspect could be further examined in future research. As for the educational level, it is believed that the higher awareness level of

doctoral graduates may lead to more green organizational behavior. According to Özalp's (2019) master's thesis, conducted on university administrative personnel, while no differentiation was found according to age, education level, and work experience, differences were detected based on gender and position. These findings are in line with the current study conducted on military personnel, as significant differences were also observed based on gender and status. The findings of this study, where there is no differentiation based on age and years of service but differences are observed based on gender and status, align with this previous research.

H_{7b} – H_{8b} –H_{9b}– H_{10b} indicate that there is no significant difference between organizational citizenship behavior and age groups, years of service, status, and education level; however, according to H_{6a}, there is a significant relationship between gender and green organizational behavior. Based on these results, it can be said that demographic variables such as age groups, years of service, status, and education level do not affect the display of organizational citizenship behavior. However, organizational citizenship behavior is influenced by changes in gender. Men display higher levels of organizational citizenship behavior compared to women. This may be attributed to the higher number of male personnel in the Gendarmerie General Command compared to female personnel. According to Gökdere's (2021) master's thesis, which focused on public school teachers, no differentiation was found based on age, gender, education level, seniority at the workplace, or work experience. This aligns with our findings, where no significant differences were observed in OCB based on age, years of service, status, or education level. The findings of this study align with these results, as no differentiation was observed based on age groups, years of service, status, or education level. According to Et Oltulu's (2021) doctoral thesis, conducted with civil servants in public institutions, while no differentiation was found based on age, gender, education level, or work experience, the level of organizational citizenship behavior differed based on work position. This partially aligns with our study, where differences were also found by status; however, unlike Et Oltulu's findings, our results indicated that gender also had a significant impact. The findings of this doctoral study show alignment with this study in terms of age groups, years of service, and education level analysis, but not with gender and status. This is also supported by the doctoral theses of Tecimen (2020), Öztürk (2020), and Kantarcıoğlu (2019), which found differentiation based on gender.

The positive and moderate relationship found between GOB and OCB ($\beta = .463$) aligns with prior findings (Pham et al., 2018; 2019) and confirms that employees' pro-environmental behaviors are strongly associated with their citizenship behaviors, especially in a structured and disciplined organization like the Gendarmerie. Accordingly, it was found that there is a positive relationship of 46.3% between employees 'perception of green organizational behavior and their display of organizational citizenship behavior. In other words, for each unit increase in green organizational behavior, there is a 0.463 unit increase in organizational citizenship behavior. This highlights the willingness and voluntariness of Gendarmerie General Command employees to participate in environmental activities. Given that activities within the institution are rewarded and monitored, it is expected that such a positive relationship would emerge. Pham et al. (2018), in their study conducted in the manufacturing sector, showed that when environmental concerns are supported by managers, they lead to positive outcomes and increase willingness. This supports our finding that environmental behavior in structured organizations like the Gendarmerie can be enhanced through managerial support and institutional rewards. According to Pham et al. (2019), in their research focused on the public sector in Asian countries, participation in green practices and activities contributed to problem-solving and individual development. Similarly, our study found a positive and moderate relationship between employees' green organizational behavior and their organizational citizenship behavior in a military context.

These results reinforce the theoretical premise that values, awareness, and perceived behavioral control (as per the Theory of Planned Behavior) contribute to voluntary citizenship behaviors in green contexts. Thus, this study contributes to both theory and practice by showing that green values can thrive in formal and hierarchical organizations. It is evaluated that there is a relationship between green organizational behavior and organizational citizenship behavior among Gendarmerie General Command employees, and this relationship is considered to be moderately significant. Given recent scholarly calls for integrating green values into organizational citizenship frameworks (Kalyar et al., 2023; Naeem et al., 2023), our findings underscore the need for institutional policies that support and reward GOB.

Recommendations:

1. Increase green awareness among higher-ranking officers and ensure environmental participation is not limited to lower-ranking roles.

2. Expand environmental education initiatives, especially among bachelor-level personnel.

3. Institutionalize environmental responsibility by integrating it into promotion and reward systems.

4. Improve OCB by fostering fairness, recognition, and inclusion across all ranks and departments.

5. Promote a culture where voluntary, environmentally friendly actions are publicly recognized.

Limitations: This study is limited to the personnel of the Gendarmerie General Command and uses a cross-sectional design. Future studies could employ longitudinal data and include other military or public institutions to enhance generalizability. Self-reported data may also carry bias, and

future work might benefit from triangulation or observational methods.

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