

Designing a sustainable organizational citizenship behavior model in the country's banking system

Maryam Tohidast¹ , Mehrdad Goudarzvand Chegini² , Saeid Bagher Salimi³ ,
Mohammad Doostar⁴ 

1- PhD student, Department of Public Administration, Faculty of Management and Accounting, Rasht Branch, Islamic Azad University, Rasht, Iran

2- Professor of Public Management, Institute of Humanities Sciences and Cultural Studies, Tehran, Iran

3- Assistant Professor, Department of Public Administration, Faculty of Management and Accounting, Rasht Branch, Islamic Azad University, Rasht, Iran

4- Associate Professor, Department of Business Management, Faculty of Management and Economics, University of Guilan, Rasht, Iran

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Abstract

The aim of this research is to design a sustainable organizational citizenship behavior model in the country's banking system. The present research is applicable in terms of its purpose, and is an exploratory research. The statistical population of the research includes experts and employees experienced in working with organizational sustainability. The statistical sample is based on the unlimited nature of the community; and the sample size was calculated by the formula $5q < n < 15q$, and 384 people were selected. Sampling in this research is random, and the collection tool is a questionnaire. Data analysis was performed using SPSS and PLS software. The findings showed that the appropriate model of sustainable organizational citizenship behavior in the banking system is consistent with the paradigmatic model, including six main variables: causal conditions, background conditions, intervention conditions, strategies, consequences, and the central phenomenon; and has 18 indicators. The paradigmatic model of the research is presented based on the data-based theory strategy, which includes 5 indicators in the main variable of "causal conditions" and three sub-categories, individual factors, organizational factors. Organizational sustainable performance is a category of skills development in the main variable of "contextual conditions"; a category of sustainable tools and resources and the category of organization-oriented factors in the main variable of "intervening conditions"; sustainable organizational citizenship behavior in the main variable of "strategies"; and environmental transformational leadership in the main variable of "consequences", and the overall fit index (GOF) was obtained as 0.6534, which indicates a strong overall fit of the research model.

Keywords:

Organizational citizenship behavior, sustainable organizational citizenship behavior, training and development, technological factors

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Corresponding Author: Mehrdad Goudarzvand Chegini

Email: m.goudarzvand@ihcs.ac.ir

Extended Abstract

Introduction

Today, environmental issues and the sustainable development agenda have acquired international dimensions. This means that the challenge facing organizations at the global level is to adopt sustainable business practices. Organizations need to make efforts to incorporate sustainable concepts into their ethical philosophy and shape organizational citizenship behavior based on it (Widyastuti & Arif, 2017). In fact, just as a good citizen in civil society does not simply violate the law, nor does he simply obey like everyone else, but rather promotes more obligations and cultivates the feeling that he should be treated based on rights and respect (Rastegar et al, 2019). In the organization, one of the main factors that can improve the behaviors, attitudes, and interactions of employees to provide higher quality services is sustainable organizational citizenship behavior. Some studies have focused on the consequences of organizational citizenship behavior and have mentioned factors such as organizational performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social capital, etc. as these consequences (Hadjimarzban et al, 2022). The occurrence of these behaviors in service organizations is of particular importance; because the lifeblood of a service organization is its employees who are directly in contact with the customer. Unlike products, services are produced and consumed at the same time; service employees can be both producers and service providers. This aspect of services has led to a great deal of focus on the vital role of service employees in delivering quality services. Given that in service companies, especially in the banking system, there is a direct relationship between employees and customers, sustainable organizational citizenship behavior will have a great impact on the success of the organization (Tehrani et al, 2018). The lack of effective cooperation between human resources, marketing, and finance departments can lead to a decrease in the effectiveness of environmental and social programs, which can also be considered as an obstacle to the implementation of sustainable organizational citizenship behaviors between different departments of the bank (Kim & Park, 2019). To address these problems, banks should show a tendency towards sustainable organizational citizenship behaviors. These behaviors include compliance with laws and regulations, consideration for the interests of society, protection of employee rights, protection of the environment, and protection of customer privacy; which will lead to the promotion of a citizenship culture in the organization and facilitate interaction with other organizations and local communities. In fact, the important concept of sustainable organizational citizenship behavior is that the organization does not view individual voluntary behavior as part of its reward system. Although each of these behaviors may seem minor and insignificant when considered separately, promoting these behaviors throughout an organization can have a significant impact (Althnayan et al, 2022). Therefore, the research question is: What is the model of sustainable organizational citizenship behavior in the country's banking system?

Theoretical Framework

Sustainable Organizational Citizenship Behavior

Sustainable organizational citizenship behavior can be defined as "individual and voluntary social behaviors that are not explicitly recognized by the formal reward system." These "individual and voluntary behaviors" include a variety of initiatives, such as sharing knowledge to prevent pollution in the workplace, suggesting solutions to reduce garbage, representing the organization at an environmental conference, and collaborating with the environmental department to implement green technologies. Although each of these behaviors may seem small and insignificant on its own, their sum can help to make a significant difference in the organization's environmental performance (Boiral & Paillé, 2012).

Nuringsi et al, (2024) investigated the path of sustainable citizenship behavior: A study in the literature of sustainable entrepreneurship education. In this study, seven main constructs were identified, including local government support, sustainable entrepreneurship orientation, sustainability values, sustainability attitude, opportunity recognition, sustainable entrepreneurship intention, and sustainable organizational citizenship behavior. A total of 56 indicators were identified to measure these seven constructs, which will be used as measurement tools in subsequent research. The findings of this study will be used as a basis for further research and development of entrepreneurship education.

Jankelová et al, (2024) investigated the improvement of organizational citizenship behavior towards the environment. The findings showed that there is a direct relationship between instrumental environmental support of mayors and organizational citizenship behavior towards the environment of local management employees in municipalities. The mediation hypotheses of stakeholder demand and individual-organization fit were also confirmed. Also, the positive moderating effect of trust in the mayor was confirmed. The moderating effect of commitment to the mayor was not confirmed. These results increase our understanding of the mechanisms behind the additional role of employee behavior at the micro level in local contexts and provide new insights into the factors positively associated with these behaviors.

Research Methodology

The present research is applicable in terms of its purpose, and is an exploratory research. The statistical population of the research includes experts and employees experienced in working with organizational sustainability. The statistical sample is based on the unlimited nature of the community; and the sample size was calculated by the formula $5q < n < 15q$, and 384 people were selected. Sampling in this research is random, and the collection tool is a questionnaire.

Research Findings

Data analysis was performed using SPSS and PLS software. The findings showed that the appropriate model of sustainable organizational citizenship behavior in the banking system is consistent with the paradigmatic model, including six main variables: causal conditions, background conditions, intervention conditions, strategies, consequences, and the central phenomenon; and has 18 indicators. The paradigmatic model of the research is presented based on the data-based theory strategy, which includes 5 indicators in the main variable of "causal conditions" and three sub-categories, individual factors, organizational factors. Organizational sustainable performance is a category of skills development in the main variable of "contextual conditions"; a category of sustainable tools and resources and the category of organization-oriented factors in the main variable of "intervening conditions"; sustainable organizational citizenship behavior in the main variable of "strategies"; and environmental transformational leadership in the main variable of "consequences", and the overall fit index (GOF) was obtained as 0.6534, which indicates a strong overall fit of the research model.

Conclusion

The present study was conducted with the aim of designing a model of sustainable organizational citizenship behavior in the country's banking system. The results of this study are consistent with the results of Nuringsihet al, (2024), Jankelová et al, (2024), Yang et al, (2023), D'Arco & Marino (2022), Shafiei Jafarloo (2022), Ebadifar & Mesbahi (2022), Ghanbari & Ahmadi (2022), Setiadi & Arieftiara (2022), and Sabati (2022). Jankelová et al, (2024) showed that there is a direct relationship between instrumental environmental support of mayors and organizational citizenship behavior of local management employees towards

the environment in municipalities. The mediation hypotheses of stakeholder demand and individual-organization fit were also confirmed. Also, the positive moderating effect of trust in the mayor was confirmed. The moderating effect of commitment to the mayor was not confirmed. These results increase our understanding of the mechanisms behind the additional role of micro-level employee behavior in local contexts and provide new insights into the factors positively associated with these behaviors.

In line with the results obtained, it is suggested that:

Variation in personal characteristics and psychological states of individuals can lead to different interpretations of data and results; and especially in qualitative studies, cognitive biases may lead to inaccurate results.

These variables can be difficult to measure accurately, as they are strongly influenced by organizational culture and individual experiences, which leads to inhomogeneity in the data.