Driving Mechanisms of Environmental NGO Citizenship Behavior: The Interplay of Organizational Support and Identification

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Abstract: This study explores the driving mechanisms of environmental NGO citizenship behavior, focusing on the interaction between organizational support and identification and their impact on such behavior. In the context of increasingly severe global environmental issues, understanding and promoting environmental NGO citizenship behavior is crucial for achieving sustainable development goals. The study employs a literature review and theoretical analysis to systematically examine relevant theories and research findings on organizational support, identification, and environmental NGO citizenship behavior. It analyzes how organizational support enhances employees' identification with the organization, thereby motivating their engagement in environmental NGO citizenship behavior. Additionally, the study investigates the moderating roles of organizational culture, leadership style, and organizational justice in the interplay between organizational support and identification. Through in-depth theoretical analysis, the study concludes that there is a significant positive interaction between organizational support and identification, which effectively promotes employees' environmental NGO citizenship behavior. Furthermore, organizational culture, leadership style, and organizational justice significantly influence this interaction. the study provides theoretical grounds for organizational managers and policymakers to design and implement effective strategies to enhance employees' environmental NGO citizenship behavior, thereby advancing organizational sustainability.

Keywords: Organizational Support; Organizational Identification; Environmental NGO Citizenship Behavior; Organizational Culture; Leadership Style

1. Introduction

1.1 Background and Significance of the Study

In the context of increasingly severe global environmental issues, environmental NGO citizenship behavior (OCB-E) has emerged as a critical force in driving sustainable development. OCB-E refers to informal behaviors aimed at promoting environmental protection and sustainability, undertaken voluntarily by employees beyond their formal job duties and not directly rewarded. As societal attention to environmental issues intensifies, exploring mechanisms within organizations to stimulate employees' environmental NGO citizenship behavior is of paramount importance for achieving green development goals.

1.2 Review of Current Research Status

Against the backdrop of rapid globalization and informatization, OCB-E has become a significant area of study in organizational behavior. In China, particularly, with the deepening implementation of the "Two Sessions" spirit and the rise in environmental awareness, investigating the driving mechanisms of OCB-E is crucial. This paper aims to review the current research on how organizational support and identification influence OCB-E, and discuss their theoretical and practical implications in the context of current social concerns.

Domestic studies, such as those by Miao Rentao et al. (2012), suggest that

organizational support affects employees' work attitudes, which in turn influence their OCB. Hu Chenglin's (2015) research further confirms the positive role of organizational support and psychological capital in OCB. Studies by Zhang Bin et al. (2015) and Zeng Jianji (2017) explore the impact of organizational support on professional identity and organizational justice from the perspectives of nurses and middle school teachers, respectively, affecting OCB. Zhao Dongmei and Xiong Yu (2016) found that organizational support and identification within organizational culture significantly impact OCB. Zhu Shumei et al. (2022) also demonstrated that job value congruence, mediated by organizational support, influences OCB. Li Xingxing and Wang Sihui (2020) investigated the effects of work-family conflict and supervisor support on OCB, revealing the role of organizational identification in alleviating employee fatigue. Chen Zhenming and Lin Yaqing (2016) showed that organizational support not only directly affects OCB but also mediates the relationship between public service motivation and transformational OCB, influenced by leader relational behaviors. Zhao Yaqun's (2014) research also emphasized the interactive effect of organizational support and identification on OCB. Given the Chinese government's high priority on environmental protection and sustainability, organizations are required to not only enhance economic efficiency but also shoulder social responsibilities and promote environmental citizenship behavior. the study of organizational support and identification, as key factors influencing employees' environmental behaviors, is crucial for fostering an internal environmental culture within organizations. In the face of global climate change and worsening environmental pollution, investigating how to enhance organizational support and strengthen organizational identification to promote OCB-E is of significant practical importance for achieving green development goals. [1-12]

In summary, both domestic and international research generally agrees that organizational support and identification are vital drivers of OCB-E. Future research should further explore how these factors interact under different cultural and social contexts, and how organizational policies and practices can optimize these factors to promote broader OCB-E. Additionally, research should focus on applying these theories to actual organizational management to achieve sustainable development goals.

1.3 Research Objectives and Questions

This study aims to delve into the interactive relationship between organizational support and organizational identification, and analyze how this relationship influences environmental NGO citizenship behavior. Specific research questions include: How does organizational support impact employees' organizational identification? How does organizational identification feed back to influence organizational support? How can this interactive relationship construct a theoretical model to explain the driving mechanisms of environmental NGO citizenship behavior?

2. Theoretical Foundations and Concept Definitions

2.1 Theoretical Foundations of Perceived Organizational Support

Perceived Organizational Support, as a psychological state, is deeply rooted in the Social Exchange Theory. This theory emphasizes the principle of reciprocity in interpersonal relationships, where interactions are often based on mutual benefits and returns. In the organizational context, the support employees perceive from the organization can be seen as a resource exchange, with the organization providing benefits, training, career development opportunities, and employees responding by enhancing work efficiency, job satisfaction, and loyalty, as well as exhibiting organizational citizenship behaviors. This exchange relationship not only boosts employee motivation but also fosters a positive organizational culture. Enhancing perceived organizational support helps to establish a positive work environment where employees feel valued and respected, thereby more willing to invest extra effort to support the organization's success.

2.2 Theoretical Foundations of Organizational Identification

The theoretical foundation of organizational identification primarily stems from the Social Identity Theory, which suggests that an

individual's identity within a social group significantly influences their behavior and attitudes. In the organizational context, the sense of identification employees have with the organization can be viewed as a psychological belonging, which prompts employees to internalize the organization's values, goals, and norms as their own behavioral guidelines. High levels of organizational identification not only enhance employee loyalty and commitment but may also inspire them to engage in behaviors beneficial to the organization, such as innovation, teamwork, and risk-taking. Moreover, organizational identification helps employees maintain a positive attitude and behavior when facing organizational changes or challenges, thereby supporting the organization's long-term development.

2.3 Concept Definition of Environmental Organizational Citizenship Behavior

Environmental Organizational Citizenship Behavior is a specific type of organizational citizenship behavior that emphasizes the initiative and responsibility of employees in environmental protection. This behavior goes beyond the formal duties of employees, reflecting their deep concern for environmental protection. Environmental Organizational Citizenship Behavior may include various forms, such as saving energy and water resources at work, reducing waste generation, using environmentally friendly materials, participating in or organizing environmental activities, etc. These behaviors not only help to reduce the organization's environmental footprint but also enhance the organization's public image, strengthening its sense of social responsibility and sustainability. By encouraging and supporting employees' environmental organizational citizenship behaviors, organizations can promote an environmentally conscious and responsible corporate culture, which is crucial for achieving long-term sustainable development goals.

3. The Interactive Relationship between Organizational Support and Organizational Identification

3.1 Impact of Organizational Support on Organizational Identification

Organizational support enhances employees' trust and satisfaction in the organization by providing resources and emotional support, thereby facilitating the formation of organizational identification. For instance, when employees feel supported by the organization in their career development, they are more likely to internalize the organization's goals and values as their own behavioral norms, leading to a strong organizational identification.

3.2 Feedback Effect of Organizational Identification on Organizational Support

Enhanced organizational identification can conversely elevate employees' perception of organizational support. When employees identify with the organization, they tend to interpret organizational policies and actions positively, potentially increasing their perceived support even if the actual level of organizational support remains unchanged.

3.3 Theoretical Model Construction of the Interactive Relationship on Environmental NGO Citizenship Behavior

The interactive relationship between organizational support and organizational identification provides a theoretical framework for driving environmental NGO citizenship behavior. Within this framework, organizational support enhances organizational identification, motivating employees to engage in environmental behaviors. Simultaneously, the strengthening of organizational identification further enhances employees' perception of organizational support, forming a positive cycle. This cycle not only strengthens employees' environmental awareness but also promotes their implementation of environmental behaviors within the organization.

Through the above analysis, this study constructs a theoretical model that reveals how organizational support and organizational identification influence environmental NGO citizenship behavior through their interactive relationship. This model offers a new perspective on understanding the intrinsic mechanisms of environmental NGO citizenship behavior and provides strategic guidance for organizational managers to promote employees' environmental behaviors and drive sustainable development of the

organization.

4. Analysis of Influencing Factors

4.1 Role of Organizational Culture

Organizational culture, encompassing shared values, beliefs, and behavioral norms within the organization, profoundly impacts employees' organizational support and identification. A culture that emphasizes social responsibility and environmental protection can significantly enhance employees' environmental awareness and behaviors. For example, when the organizational culture advocates for green living and sustainable development, employees are more likely to perceive the organization's support for the environment, thereby enhancing their organizational support. Simultaneously, this culture also fosters organizational identification as employees internalize the organization's environmental values as their own behavioral norms. Therefore, organizational culture plays a crucial role in promoting environmental NGO citizenship behavior.

4.2 Influence of Leadership Style

Leadership style is another significant factor affecting employees' organizational support and identification. Transformational leadership, by stimulating employees' intrinsic motivation and commitment to the organization, can effectively enhance employees' organizational support and identification. Transformational leaders typically inspire employees to participate in environmental NGO citizenship behavior by demonstrating commitment to the environment and actions. For instance, leaders can significantly enhance employees' environmental behaviors by leading by example, such as reducing energy consumption in the office or supporting employees in participating in community environmental activities. Additionally, the supportive behaviors of leaders are also perceived by employees as manifestations of organizational support, thereby enhancing their organizational support.

4.3 Moderating Role of Organizational Justice

Organizational justice, including distributive, procedural, and interactional justice, significantly impacts employees' organizational support and identification. When employees perceive organizational justice, they are more likely to feel supported and respected by the organization, thereby enhancing their organizational support. Simultaneously, a fair organizational environment also promotes organizational identification as fairness is seen as a reflection of organizational values and moral standards. For example, a fair performance evaluation system not only ensures that employees' efforts are justly rewarded but also enhances employees' trust and identification with the organization, thereby promoting their participation in environmental NGO citizenship behavior.

5. Theoretical Analysis and Discussion

5.1 Theoretical Analysis of the Interactive Relationship between Organizational Support and Organizational Identification

The interactive relationship between organizational support and organizational identification is central to understanding the driving mechanisms of environmental NGO citizenship behavior. Organizational support enhances employees' organizational identification by providing resources and emotional support, while the strengthening of organizational identification in turn enhances employees' perception of organizational support. This interactive relationship forms a positive cycle, not only strengthening employees' environmental awareness but also promoting their implementation of environmental behaviors within the organization. Theoretical analysis indicates that this interactive relationship is multidimensional, involving factors such as organizational culture, leadership style, and organizational justice.

5.2 Discussion on the Driving Mechanisms of Environmental NGO Citizenship Behavior

The driving mechanisms of environmental NGO citizenship behavior are a complex process involving employees' intrinsic motivation, organizational environment, and socio-cultural factors. the interaction between organizational support and organizational identification is a key component of this

mechanism. By enhancing employees' organizational support and identification, organizations can effectively stimulate employees' environmental behaviors. Additionally, factors such as organizational culture, leadership style, and organizational justice also play important moderating roles in this process.

5.3 Management Practices and Policy Recommendations

To promote environmental NGO citizenship behavior, organizational managers should focus on cultivating organizational support and identification. Firstly, organizations should establish a culture supportive of environmental protection, demonstrating commitment to the environment through policies and practices. Secondly, leaders should adopt a transformational leadership style, inspiring employees' environmental behaviors through role modeling and motivation. Finally, organizations should ensure fair procedures and interactions to enhance employees' organizational support and identification.

6. Conclusion

6.1 Summary of the Study

This study delves into the interactive relationship between organizational support and organizational identification and their impact on environmental NGO citizenship behavior. Through theoretical analysis, we have constructed a theoretical model explaining the driving mechanisms of environmental NGO citizenship behavior and analyzed the roles of organizational culture, leadership style, and organizational justice in this process.

6.2 Research Contributions and Innovations

The contribution of this study lies in revealing the driving effect of the interaction between organizational support and organizational identification on environmental NGO citizenship behavior and proposing a comprehensive theoretical model. Additionally, this study emphasizes the importance of organizational culture, leadership style, and organizational justice in promoting environmental behaviors.

6.3 Research Limitations and Future Prospects

Although this study provides valuable theoretical analysis, there are still some limitations. For example, this study is primarily based on theoretical analysis, and future research could validate these theoretical assumptions through empirical studies. Furthermore, future research could explore the interactive relationship between organizational support and organizational identification in different cultural contexts and how these relationships affect environmental NGO citizenship behavior.

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