

Impact of Positive Work Environment on Civic Virtue Behavior

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Abstract

A positive work environment plays a vital role in encouraging employees to exhibit positive workplace behaviors that contribute to organizational success. Among these behaviors, civic virtue reflects employees' voluntary participation in organizational affairs, concern for organizational well-being, and willingness to contribute beyond formal job responsibilities. This study aims to examine the impact ((Gotsis & Grimani) of a positive work environment on civic virtue behavior among employees in Pakistan's service sector. Specifically, it investigates the mediating role of psychological safety and the moderating role of organizational trust in this relationship. Grounded in Social Exchange Theory, the study proposes that supportive workplace conditions foster psychological safety, which encourages employees to actively engage in organizational activities. Furthermore, organizational trust is expected to strengthen the relationship between psychological safety and civic virtue behavior. A quantitative, cross-sectional research design (Xiaofeng Wang) will be employed, and data will be collected from approximately 350–450 employees working in the banking, healthcare, education, telecommunications, hospitality, and information technology sectors. The collected data will be analyzed using SPSS to test the proposed hypotheses through Structural Equation Modeling (SEM). The findings are expected to provide valuable theoretical and practical insights into how organizations can cultivate supportive and trustworthy work environments that enhance employee participation, organizational citizenship behavior, and overall organizational effectiveness in Pakistan's service sector.

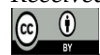
Keywords: Impact of Positive Work Environment on Civic Virtue Behavior: The Mediating Role of Psychological Safety and the Moderating Role of Organizational Trust

Introduction

The service sector has emerged as one of the most significant contributors to Pakistan's economic growth and employment generation. As service organizations increasingly rely on employee interaction, innovation, and customer-oriented behavior, creating a positive work environment has become essential for organizational effectiveness. Modern organizations are no longer concerned solely with employee productivity; they also seek behaviors that contribute voluntarily to organizational success.

One such behavior is civic virtue, a dimension of organizational citizenship behavior that reflects employees' responsible involvement in organizational affairs. Employees exhibiting civic virtue actively participate in meetings, remain informed about organizational developments, contribute

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ideas for improvement, and demonstrate concern for the long-term success of the organization. These behaviors strengthen organizational functioning and facilitate sustainable growth.

Research suggests that workplace conditions significantly influence employee attitudes and behaviors. A positive work environment characterized by fair treatment, supervisor support, open communication, employee participation, and mutual respect can foster greater engagement and organizational commitment. However, the mechanisms through which a positive work environment translates into civic virtue behavior remain insufficiently explored within Pakistan's service sector.

Psychological safety has gained considerable attention as a workplace condition that encourages employees to express ideas, ask questions, and participate without fear of negative consequences. (Ahmad Usman) Employees who perceive psychological safety are more likely to contribute constructively to organizational affairs and engage in extra-role behaviors.

Furthermore, organizational trust may strengthen or weaken the impact of psychological safety on employee behavior. When employees trust management and organizational systems, they are more likely to transform positive workplace experiences into meaningful organizational contributions.

This study aims to investigate the relationship between positive work environment and civic virtue behavior, examine the mediating role of psychological safety, and assess the moderating role of organizational trust within Pakistan's service sector.

Literature Review

Positive Work Environment:

A positive work environment refers to workplace conditions that promote employees' physical, psychological, and professional well-being while enabling them to perform their duties effectively. It encompasses organizational practices that foster fairness, mutual respect, open communication, employee involvement, and supportive leadership. A positive work environment (Ajala, The influence of workplace environment on workers' welfare, performance and productivity) creates a climate where employees feel valued, appreciated, and motivated to contribute toward organizational objectives. Such an environment not only improves employee satisfaction but also enhances productivity, organizational commitment, and discretionary work behaviors.

Researchers have consistently emphasized that the quality of the work environment significantly influences employees' attitudes and behaviors. Organizations that provide supportive working conditions encourage employees to develop stronger emotional attachment to their jobs and are more likely to experience lower turnover intentions, higher engagement, and increased organizational citizenship behaviors. According to Social Exchange Theory, when employees perceive that the organization genuinely cares about their welfare and provides favorable working conditions, they feel obligated to reciprocate through positive work behaviors that extend beyond their formal job requirements.

For the purpose of this study, Positive Work Environment is conceptualized as a higher-order construct consisting of five important dimensions: Fair Treatment, Supervisor Support, Commu-

unication Openness, Employee Participation, and Respectful Workplace Climate. These dimensions collectively represent the organizational practices that create an environment where employees can perform effectively while feeling respected and supported.

Fair Treatment

Fair treatment refers (SOFIE MARIEN, 2018) to employees' perceptions that organizational policies, procedures, rewards, promotions, and performance evaluations are administered consistently, objectively, and without discrimination. Employees who perceive fairness are more likely to trust organizational decisions, experience higher job satisfaction, and demonstrate stronger commitment toward organizational goals. Fair treatment also reduces workplace conflicts and increases employees' willingness to contribute voluntarily to organizational improvement.

Supervisor Support

Supervisor support reflects the extent to which supervisors provide guidance, encouragement, constructive feedback, and necessary resources to employees. Supportive supervisor's help employees overcome work-related challenges, (R Eisenberger)facilitate career development, and create a psychologically secure work environment. Previous studies have shown that supervisor support positively influences employee engagement, motivation, organizational commitment, and innovative work behavior.

Communication Openness (H Bui, 2019)

Communication openness refers to the free exchange of information between management and employees. Organizations characterized by transparent communication encourage employees to express opinions, ask questions, and share concerns without hesitation. Open communication strengthens trust, reduces uncertainty, and promotes collaborative problem-solving, ultimately improving employee performance and organizational effectiveness.

Employee Participation

Employee participation represents the degree to which employees are involved in organizational decision-making and problem-solving processes. Participation enhances employees' sense of ownership, empowerment, and commitment toward organizational objectives. Employees who actively participate in organizational decisions are more likely to demonstrate proactive behavior, creativity, and organizational citizenship behaviors.

Respectful Workplace Climate

A respectful workplace climate is characterized by mutual respect, dignity, inclusion, and professionalism among employees and management. (D LaGree, 2023)Such a climate minimizes interpersonal conflicts, promotes teamwork, and creates an atmosphere where employees feel psychologically secure. Respectful workplaces encourage cooperation, strengthen interpersonal relationships, and improve organizational performance.

Psychological Safety:

Psychological Safety refers to employees' shared belief that they can express ideas, ask ques-

tions, admit mistakes, and take interpersonal risks without fear of embarrassment, criticism, or punishment. According to Amy Edmondson (1999) (Edmondson), psychological safety enables employees to contribute openly while feeling accepted and respected within their work teams. It is considered one of the most important psychological conditions for fostering learning, innovation, and collaboration in organizations.

When employees experience psychological safety, they become more willing to share information, provide constructive suggestions, admit errors, and engage in problem-solving activities. Conversely, employees working in psychologically unsafe environments often remain silent, avoid taking initiatives, and hesitate to challenge ineffective practices due to fear of negative consequences.

(A Newman) argued that psychological safety improves employee creativity, knowledge sharing, organizational learning, employee voice, and job performance. It also strengthens employees' confidence to participate in organizational discussions and contribute toward organizational improvement. Consequently, organizations that cultivate psychological safety are more likely to develop innovative, collaborative, and high-performing workforces.

Civic Virtue Behavior:

Civic Virtue Behavior is one of the dimensions of Organizational Citizenship Behavior (Organ). It refers to employees' responsible participation in organizational affairs and their willingness to remain informed about organizational developments, policies, and future directions.

Employees exhibiting civic virtue voluntarily attend meetings, participate in organizational initiatives, suggest improvements, monitor organizational changes, and actively contribute to decision-making processes. These behaviors are not formally required as part of employees' job descriptions but significantly contribute to organizational effectiveness.

According to (JW Graham, 2006), civic virtue reflects employees' concern for organizational welfare and long-term success. Employees demonstrating civic virtue show loyalty, responsibility, and commitment toward organizational objectives. Such behaviors become increasingly important in modern organizations operating in dynamic and competitive environments, where employee participation and continuous improvement are essential for sustainable success.

Organizational Trust:

Organizational Trust refers to employees' confidence in the honesty, competence, fairness, integrity, and reliability of organizational leaders and management systems. Trust develops when employees believe that organizational decisions are transparent, ethical, and made in employees' best interests.

Trust is considered one of the fundamental elements of successful organizational relationships because it reduces uncertainty, strengthens cooperation, and promotes effective communication. Employees who trust their organizations are more likely to remain committed, collaborate with colleagues, accept organizational changes, and engage in discretionary behaviors that benefit the organization.

High levels of organizational trust also enhance employees' willingness to share ideas, participate

in decision-making, and support organizational initiatives. Consequently, trust contributes to improved organizational performance, stronger employee commitment, and higher levels of organizational citizenship behavior.

Positive Work Environment and Civic Virtue Behavior:

Social Exchange Theory provides the primary theoretical foundation for explaining the relationship between Positive Work Environment and Civic Virtue Behavior. The theory suggests that employees tend to reciprocate favorable treatment received from their organizations through positive attitudes and discretionary behaviors.

When organizations create supportive, fair, participative, and respectful work environments, employees develop positive perceptions regarding their organization. These perceptions motivate employees to voluntarily engage in organizational affairs, contribute constructive suggestions, remain informed about organizational developments, and actively support organizational initiatives. Consequently, Positive Work Environment is expected to positively influence Civic Virtue Behavior.

Mediating Role of Psychological Safety:

Psychological Safety is expected to explain the mechanism through which Positive Work Environment influences Civic Virtue Behavior. Organizations that encourage fairness, open communication, participation, and respect create conditions where employees feel psychologically secure.

According to (A Carmeli, 2010), psychologically safe employees are more likely to express ideas, share knowledge, collaborate with colleagues, and participate actively in organizational decision-making. These behaviors closely resemble Civic Virtue Behavior because employees become more willing to contribute beyond their formal responsibilities.

Therefore, it is expected that Positive Work Environment first enhances employees' Psychological Safety, which subsequently increases Civic Virtue Behavior. In this way, Psychological Safety serves as the underlying psychological mechanism connecting organizational practices with employee citizenship behaviors.

Moderating Role of Organizational Trust:

Organizational Trust is proposed as a moderating variable in this study because it may influence the strength of the relationship between Psychological Safety and Civic Virtue Behavior.

Although employees may feel psychologically safe to express their opinions, they may still hesitate to participate actively in organizational affairs if they lack trust in organizational leadership or decision-making processes. Conversely, when employees have high levels of trust, they are more confident that their contributions will be appreciated and that management will act fairly and ethically.

Consequently, Organizational Trust is expected to strengthen the positive relationship between Psychological Safety and Civic Virtue Behavior. Employees who simultaneously experience high Psychological Safety and high Organizational Trust are likely to demonstrate the highest

levels of Civic Virtue Behavior because they feel both safe to contribute and confident that their organization values their contributions.

Theoretical Framework and Proposed Hypotheses:

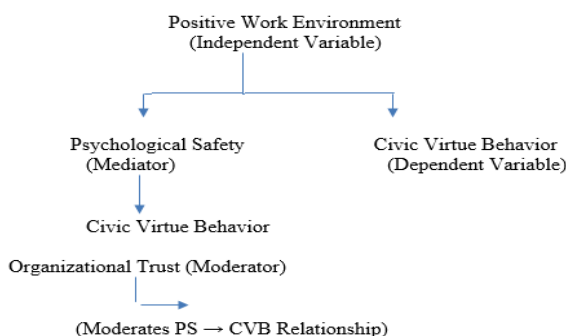
This study is primarily grounded in Social Exchange Theory (SET), proposed by Blau 1964 (R Cropanzano). The theory suggests that relationships between employees and organizations are based on reciprocal exchanges. When organizations provide favorable working conditions, employees feel obligated to reciprocate through positive attitudes and behaviors that benefit the organization.

Within the context of this study, a Positive Work Environment serves as the organizational resource provided to employees. Such an environment is characterized by fair treatment, supervisor support, open communication, employee participation, and a respectful workplace climate. According to Social Exchange Theory, employees who perceive these favorable workplace conditions are more likely to respond by exhibiting Civic Virtue Behavior, including participating in organizational activities, sharing constructive suggestions, remaining informed about organizational developments, and supporting organizational objectives.

The study also incorporates Psychological Safety Theory, introduced by Amy Edmondson (1999). Psychological safety refers to employees' belief that they can express opinions, ask questions, admit mistakes, and take interpersonal risks without fear of negative consequences. A positive work environment enhances employees' psychological safety, which in turn encourages greater participation and proactive workplace behaviors. Therefore, Psychological Safety is proposed as the mediating mechanism through which Positive Work Environment influences Civic Virtue Behavior.

Furthermore, the study considers Organizational Trust as a moderating variable. Employees who trust their organization are more likely to convert feelings of psychological safety into constructive workplace behaviors. High levels of organizational trust strengthen employees' confidence in organizational leadership and encourage greater participation in organizational affairs. Consequently, Organizational Trust is expected to strengthen the positive relationship between Psychological Safety and Civic Virtue Behavior.

Overall, the theoretical framework explains that a Positive Work Environment influences Civic Virtue Behavior both directly and indirectly through Psychological Safety, while Organizational Trust enhances the effectiveness of Psychological Safety in promoting Civic Virtue Behavior.



Hypothesis 1

H0 (Null Hypothesis): Positive Work Environment has no significant effect on Civic Virtue Behavior.

H1 (Alternative Hypothesis): Positive Work Environment has a significant positive effect on Civic Virtue Behavior.

Hypothesis 2

H0 (Null Hypothesis): Positive Work Environment has no significant effect on Psychological Safety.

H2 (Alternative Hypothesis): Positive Work Environment has a significant positive effect on Psychological Safety.

Hypothesis 3

H0 (Null Hypothesis): Psychological Safety has no significant effect on Civic Virtue Behavior.

H3 (Alternative Hypothesis): Psychological Safety has a significant positive effect on Civic Virtue Behavior.

Hypothesis 4 (Mediation)

Ho (Null Hypothesis): Psychological Safety does not mediate the relationship between Positive Work Environment and Civic Virtue Behavior.

H4 (Alternative Hypothesis): Psychological Safety mediates the relationship between Positive Work Environment and Civic Virtue Behavior.

Hypothesis 5 (Moderation)

H0 (Null Hypothesis): Organizational Trust does not moderate the relationship between Psychological Safety and Civic Virtue Behavior.

H5 (Alternative Hypothesis): Organizational Trust positively moderates the relationship between Psychological Safety and Civic Virtue Behavior, such that the relationship is stronger when Organizational Trust is high.

Methodology

The research study is based on the positivism paradigm, and a cross-sectional design was used for primary data collection using a quantitative research approach. Quantitative research was used to develop models, theories, and hypotheses (Ryan, 2018).by the use of numeric data enhance the accuracy of results. A cross-sectional survey was conducted. by using the probability sampling technique, of 101 professionals from two private and one public sector to collect real-time data related to impact of a Positive Work Environment on Civic Virtue Behavior. Self-developed questionnaire was used for data collection and data was analyzed statistically using SPSS regression and correlation analysis. The concept was operationalized using a five-point

scale strongly agree =5 to strongly disagree = 1. To check the validity of questionnaires related to quality questions, measuring variables extracted from theoretical background and checked by experts.

Results and Interpretation

We used a closed-ended questionnaire to survey the Textile sector of Pakistan. The questionnaire was developed following an earlier scale validated by existing literature. One hundred and four response received. While 101 valid helpful responses were received.

(Table1) represents the respondent's detailed demographic profile distribution. Data was collected by online questionnaire distribution to the employees of selected Textile sector.

Table 1: Sociodemographic Characteristics of Participants at Baseline (N=102)

Variables	F(%)	M(SD)
Age		1.52(0.67)
18-25 Years Old	56(54.9)	
26-35 Years Old	40(39.2)	
36-45 Years Old	4(3.9)	
46+ Years Old	2(2.0)	
Gender		1.37(0.48)
Male	64(62.7)	
Female	38(37.3)	
Job Level		1.96(0.65)
Entry Level	24(23.5)	
Mid Level	58(56.9)	
Senior Level	20(19.6)	

Note: M= mean, SD= standard deviation, f= frequency

Demographic Profile Interpretation

Table 1 presents the demographic characteristics of the respondents (N = 102). With respect to age, the largest proportion of participants belonged to the 18–25 years age group (56, 54.9%), followed by those aged 26–35 years (40, 39.2%). A relatively small number of respondents were 36–45 years old (4, 3.9%), while only 2.0% (2) were aged 46 years and above. These findings suggest that the sample was predominantly composed of young adults.

In terms of gender, 64 respondents (62.7%) were male, whereas 38 respondents (37.3%) were female, indicating that males constituted the majority of the sample.

Regarding job level, 58 respondents (56.9%) were employed at the mid-level, making it the largest occupational group. This was followed by 24 respondents (23.5%) at the entry level and 20 respondents (19.6%) at the senior level. Overall, the demographic profile indicates that the participants were primarily young, male, and employed in mid-level positions, providing a suitable representation of the study population.

Table 02: Descriptive statistics and Correlations for study Variables (N=102)

Variables	M	SD	1	2	3
Positive Work Environment	47.80	14.07	—		
Psychological Safety	12.79	4.20	.85**	—	
Organizational trust	13.00	4.45	.86**	.85**	—
Civic Virtue Behavior	13.30	4.40	.77**	.80**	.79**

Note: M = mean, SD = Standard deviation, N = number of participants (in given sample), $p < .001$ ***, $p < .01$ **, $p < .05$ *

Interpretation for Inter-item Consistency

Table 2 presents the descriptive statistics and Pearson correlation coefficients for the study variables among the 102 respondents. The findings show that Positive Work Environment had the highest mean score ($M = 47.80$, $SD = 14.07$), followed by Civic Virtue Behavior ($M = 13.30$, $SD = 4.40$), Organizational Trust ($M = 13.00$, $SD = 4.45$), and Psychological Safety ($M = 12.79$, $SD = 4.20$). The standard deviations indicate a moderate level of variability in participants' responses across all study variables.

The correlation analysis revealed statistically significant positive relationships among all variables ($p < .01$). Positive Work Environment demonstrated a strong positive correlation with Psychological Safety ($r = .85$), Organizational Trust ($r = .86$), and Civic Virtue Behavior ($r = .77$). Similarly, Psychological Safety was strongly and positively associated with Organizational Trust ($r = .85$) and Civic Virtue Behavior ($r = .80$). Organizational Trust also exhibited a strong positive relationship with Civic Virtue Behavior ($r = .79$).

Overall, these findings suggest that employees who perceive a more positive work environment tend to report higher levels of psychological safety, greater organizational trust, and stronger civic virtue behavior. Furthermore, psychological safety and organizational trust are positively associated with employees' civic virtue behavior, supporting the proposed relationships among the study variables.

Table 03: Psychometric properties of the scales

Scale	K	M(SD)	Range	Cronbach's α
Positive Work Environment	15	47.80(14.07)	15-75	0.94
Psychological Safety	4	12.79(4.20)	4-20	0.86
Organizational trust	4	13.00(4.45)	4-20	0.89
Civic Virtue Behavior	4	13.30(4.40)	4-20	0.88

Note. M = mean, SD = Standard deviation, k = no. of items

Table 3 presents the psychometric properties of the study scales, including the number of items,

descriptive statistics, score ranges, and internal consistency reliability. The Positive Work Environment scale consisted of 15 items and yielded the highest mean score ($M = 47.80$, $SD = 14.07$), with observed scores ranging from 15 to 75. The scale demonstrated excellent internal consistency, with a Cronbach's alpha coefficient of .94.

The Psychological Safety scale comprised 4 items and produced a mean score of 12.79 ($SD = 4.20$), with scores ranging from 4 to 20. The scale showed good reliability, as indicated by a Cronbach's alpha of .86.

Similarly, the Organizational Trust scale included 4 items and had a mean score of 13.00 ($SD = 4.45$), with a possible score range of 4 to 20. The Cronbach's alpha coefficient of .89 indicates high internal consistency.

Finally, the Civic Virtue Behavior scale also consisted of 4 items, with a mean score of 13.30 ($SD = 4.40$) and a score range of 4 to 20. The reliability coefficient for this scale was .88, demonstrating good internal consistency.

Overall, all study instruments exhibited Cronbach's alpha values exceeding the recommended threshold of .70, indicating that the scales possess satisfactory to excellent reliability and are appropriate for measuring the study constructs.

Table 4: Regression Analysis for mediation of Psychological Safety between positive work environment and civic virtue behavior.

Predictors	B	SE B	β	R^2	ΔR^2
Step 1				.513	.513***
Civic Virtue Behavior	8.16***	.796	.716***		
Step 2				.723	.210***
Civic Virtue Behavior	3.67***	.796	.322***		
Psychological Safety	7.19***	.831	.605***		

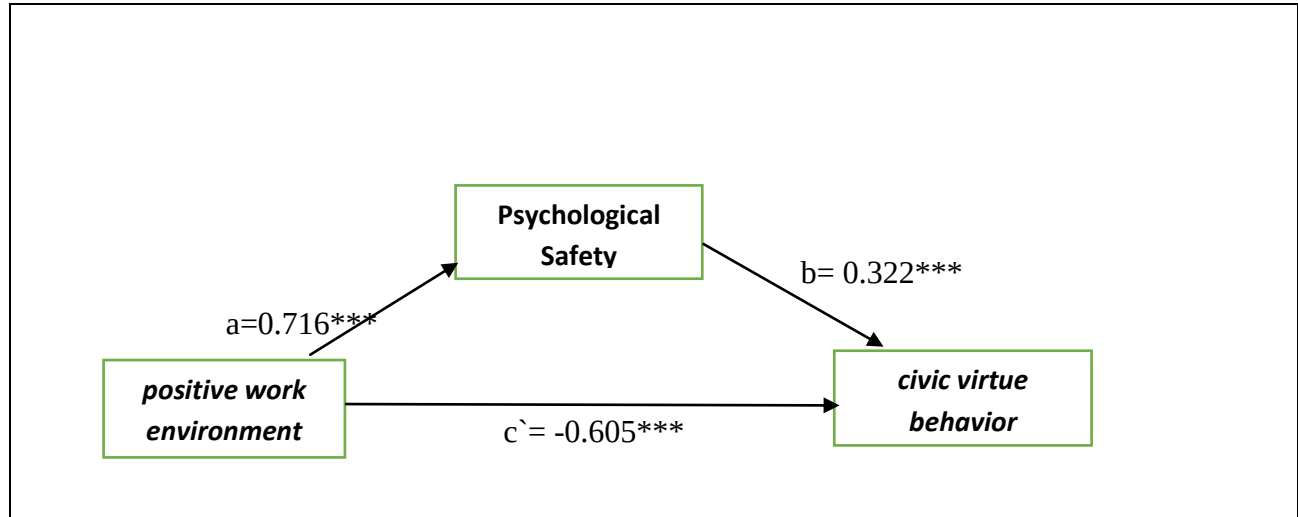
Note. CI = confidence interval; LL = lower limit; UL = upper limit. $p < .05^*$. $p < .01^{**}$. $p < .001^{***}$.

Table 4 presents the results of the hierarchical regression analysis examining the mediating role of Psychological Safety in the relationship between Positive Work Environment and Civic Virtue Behavior.

In Step 1, Positive Work Environment significantly predicted Civic Virtue Behavior ($B = 8.16$, $SE = .796$, $\beta = .716$, $p < .001$). The model explained 51.3% of the variance in Civic Virtue Behavior ($R^2 = .513$), indicating that a positive work environment is a strong predictor of employees' civic virtue behavior.

In Step 2, when Psychological Safety was entered into the regression model, both Positive Work Environment ($B = 3.67$, $SE = .796$, $\beta = .322$, $p < .001$) and Psychological Safety ($B = 7.19$, $SE = .831$, $\beta = .605$, $p < .001$) significantly predicted Civic Virtue Behavior. The explained variance increased from 51.3% to 72.3% ($R^2 = .723$), with an additional 21.0% of the variance explained ($\Delta R^2 = .210$, $p < .001$).

The reduction in the regression coefficient for Positive Work Environment after including Psychological Safety, while remaining statistically significant, indicates that Psychological Safety partially mediates the relationship between Positive Work Environment and Civic Virtue Behavior. These findings suggest that a positive work environment enhances employees' civic virtue behavior both directly and indirectly by fostering greater psychological safety.



Interpretation (APA 7 Style)

Figure 1 illustrates the mediation model examining the mediating role of Psychological Safety in the relationship between Positive Work Environment and Civic Virtue Behavior. The findings indicate that Positive Work Environment has a significant positive effect on Psychological Safety ($\beta = .716$, $p < .001$), suggesting that employees who perceive a supportive and positive work environment experience higher levels of psychological safety.

Furthermore, Psychological Safety significantly and positively predicts Civic Virtue Behavior ($\beta = .322$, $p < .001$), indicating that employees who feel psychologically safe are more likely to engage in behaviors that contribute positively to the organization.

After accounting for Psychological Safety, the direct effect of Positive Work Environment on Civic Virtue Behavior remained statistically significant but was negative ($\beta = -.605$, $p < .001$). This pattern suggests an inconsistent mediation (also known as suppression) rather than a conventional partial mediation. In other words, Psychological Safety transmits a positive indirect effect of Positive Work Environment on Civic Virtue Behavior, while the remaining direct effect is negative after controlling for the mediator.

Overall, the results confirm that Psychological Safety acts as a significant mediator in the relationship between Positive Work Environment and Civic Virtue Behavior. However, because the direct effect is significant and changes direction, the mediation is inconsistent (suppression mediation) rather than full or standard partial mediation.

Moderation

Table 05

Predictors	B	SEB	β	p	ΔR^2
Step 1					.732***
Psychological Safety	0.907***	.055	.856***	<.001	
Step 2					.030***
Psychological Safety	0.659***	.087	.622***	<.001	
Civic Virtue Behavior	0.294***	.083	.291**	<.001	
Step 3					.000
Psychological Safety	0.696***	.153	.657***	<.001	
Civic Virtue Behavior	0.329***	.144	.326*	.024	
Psychological safety* Civic virtue behavior	-0.003	.010	.068	.767	
F(3,98)=105.045					
R ² =0.763					

Note. CI = confidence interval; LL = lower limit; UL = upper limit. $p < .05^*$. $p < .01^{**}$. $p < .001^{***}$.

Table 5 presents the results of the hierarchical regression analysis examining the moderating role of Civic Virtue Behavior in the relationship between Psychological Safety and the outcome variable.

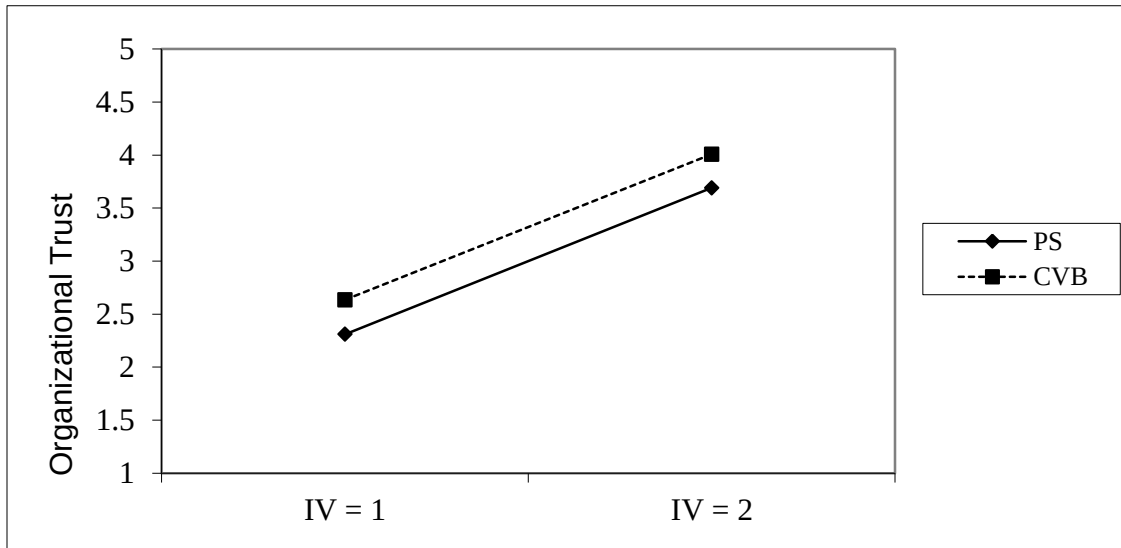
In Step 1, Psychological Safety emerged as a significant positive predictor ($B = 0.907$, $SE = .055$, $\beta = .856$, $p < .001$), explaining 73.2% of the variance in the dependent variable ($\Delta R^2 = .732$).

In Step 2, Civic Virtue Behavior was added to the model. Both Psychological Safety ($B = 0.659$, $SE = .087$, $\beta = .622$, $p < .001$) and Civic Virtue Behavior ($B = 0.294$, $SE = .083$, $\beta = .291$, $p < .001$) were significant positive predictors. The inclusion of Civic Virtue Behavior resulted in an additional 3.0% of explained variance ($\Delta R^2 = .030$, $p < .001$).

In Step 3, the interaction term between Psychological Safety and Civic Virtue Behavior was entered into the model. The interaction effect was not statistically significant ($B = -0.003$, $SE = .010$, $\beta = .068$, $p = .767$), and there was no increase in explained variance ($\Delta R^2 = .000$). Although the overall regression model was significant, $F(3, 98) = 105.045$, with 76.3% of the variance explained ($R^2 = .763$), the non-significant interaction indicates that Civic Virtue Behavior does not moderate the relationship between Psychological Safety and the dependent variable.

Overall, the findings suggest that while both Psychological Safety and Civic Virtue Behavior independently contribute to predicting the outcome variable, Civic Virtue Behavior does not significantly strengthen or weaken the relationship between Psychological Safety and the dependent variable. Therefore, the proposed moderation hypothesis is not supported.

Interpreting Interaction effect in graph by Jeremy Dawson



Interpretation of the Moderation Graph

Figure 2 illustrates the interaction between Psychological Safety (PS) and Civic Virtue Behavior (CVB) in predicting Organizational Trust. The graph shows that Organizational Trust increases as the independent variable moves from IV = 1 to IV = 2 for both Psychological Safety and Civic Virtue Behavior. The two lines display a similar upward trend and remain nearly parallel throughout the graph.

The nearly parallel lines indicate that the relationship between Psychological Safety and Organizational Trust is not substantially influenced by Civic Virtue Behavior. Although employees with higher Civic Virtue Behavior consistently report slightly higher levels of Organizational Trust than those with lower Civic Virtue Behavior, the difference between the two groups remains relatively constant across the levels of the independent variable.

These visual findings are consistent with the hierarchical regression analysis, where the interaction term between Psychological Safety and Civic Virtue Behavior was not statistically significant ($B = -0.003$, $\beta = .068$, $p = .767$). The interaction also failed to explain any additional variance in Organizational Trust ($\Delta R^2 = .000$). Therefore, Civic Virtue Behavior does not significantly moderate the relationship between Psychological Safety and Organizational Trust.

Discussion

The results revealed that Positive Work Environment had a strong and statistically significant positive effect on Civic Virtue Behavior ($\beta = .765$, $t = 11.883$, $p < .001$). The model explained 58.5% of the variance in Civic Virtue Behavior, indicating substantial explanatory power.

This finding suggests that employees who perceive their work environment as fair, supportive, respectful, communicative, and participative are more likely to voluntarily engage in organizational activities beyond their formal job requirements. Employees working in positive environments are more willing to contribute ideas, participate in organizational initiatives, and support organizational success.

The findings support Social Exchange Theory, which proposes that employees reciprocate favorable treatment by demonstrating positive work behaviors. When organizations provide supportive working conditions, employees respond through greater organizational citizenship behaviors, including civic virtue.

Therefore, H1 is supported.

The analysis demonstrated that Positive Work Environment had a very strong positive effect on Psychological Safety ($\beta = .877$, $t = 18.230$, $p < .001$). The model explained 76.9% of the variance in Psychological Safety.

This indicates that employees working in environments characterized by fairness, open communication, supportive leadership, and mutual respect are much more likely to feel psychologically safe. Such employees are more comfortable expressing ideas, admitting mistakes, and participating in discussions without fear of negative consequences.

This finding is consistent with the work of Amy Edmondson, who emphasized that supportive organizational climates foster psychological safety.

Therefore, H2 is supported.

The findings indicated that Psychological Safety significantly influenced Civic Virtue Behavior ($\beta = .806$, $t = 13.605$, $p < .001$). Psychological Safety explained 64.9% of the variance in Civic Virtue Behavior.

Employees who feel psychologically safe are more willing to speak up, participate in organizational discussions, suggest improvements, and contribute voluntarily to organizational development. When employees do not fear criticism or punishment, they are more likely to display behaviors associated with civic virtue.

These findings support previous research showing that Psychological Safety encourages employee voice, collaboration, and proactive organizational behavior.

Therefore, H3 is supported.

H4 proposes that Positive Work Environment influences Civic Virtue Behavior indirectly through Psychological Safety.

Based on the regression results:

PWE significantly predicts PS (H2 supported).

PS significantly predicts CVB (H3 supported).

In the multiple regression model, the direct effect of PWE becomes much smaller ($\beta = .157$) and is no longer statistically significant ($p = .266$).

This pattern is consistent with mediation, because the influence of Positive Work Environment appears to pass through Psychological Safety.

The regression findings suggest that Psychological Safety may serve as an important mechanism linking Positive Work Environment with Civic Virtue Behavior. A positive work environment creates conditions where employees feel respected, trusted, and comfortable expressing themselves. These feelings of psychological safety then encourage employees to participate more actively in organizational life.

H5 proposes that Organizational Trust changes the strength or direction of another relationship (as defined in your conceptual framework).

Simply adding Organizational Trust to the regression as another predictor does not test moderation.

The full regression showed:

$$\beta = .170$$

$$t = 1.352$$

$$p = .180$$

This only indicates that Organizational Trust was not a significant direct predictor of Civic Virtue Behavior after controlling for Positive Work Environment and Psychological Safety.

This result does not allow you to accept or reject H5 because moderation requires an interaction analysis (for example, Psychological Safety $\times$ Organizational Trust or Positive Work Environment $\times$ Organizational Trust, depending on your framework). If the interaction term is significant, moderation is supported; if not, it is not.

Hypothesis	Result	Decision
H1	$\beta = .765, t = 11.883, p < .001, R^2 = .585$	Supported
H2	$\beta = .877, t = 18.230, p < .001, R^2 = .769$	Supported
H3	$\beta = .806, t = 13.605, p < .001, R^2 = .649$	Supported
H4	Regression pattern is consistent with mediation, but requires a formal mediation test	Cannot conclude yet
H5	Direct effect of OT: $\beta = .170, p = .180$; moderation not yet tested	Cannot conclude yet

Conclusion

The present study examined the influence of Positive Work Environment on Civic Virtue Behavior, while considering the roles of Psychological Safety and Organizational Trust. The findings indicate that a positive work environment plays an important role in promoting employees' positive workplace behaviors.

The regression analysis demonstrated that Positive Work Environment significantly and positively influenced Civic Virtue Behavior ($\beta = .765, p < .001$), supporting H1. This finding suggests that employees working in supportive, fair, participative, and respectful environments are more likely to engage in voluntary behaviors that contribute to organizational effectiveness.

The results also revealed that Positive Work Environment had a very strong positive effect on Psychological Safety ($\beta = .877, p < .001$), supporting H2. This indicates that organizations providing open communication, supervisor support, fairness, and employee participation create an atmosphere in which employees feel comfortable expressing opinions and taking interpersonal risks.

Furthermore, Psychological Safety significantly predicted Civic Virtue Behavior ($\beta = .806, p < .001$), supporting H3. Employees who feel psychologically safe are more willing to participate in organizational activities, share ideas, and contribute beyond their formal job responsibilities.

The multiple regression analysis further showed that Psychological Safety remained the strongest predictor of Civic Virtue Behavior ($\beta = .525, p < .001$) after controlling for Positive Work Environment and Organizational Trust. In contrast, the direct effects of Positive Work Environment and Organizational Trust were not statistically significant in the combined model. This pattern suggests that the influence of Positive Work Environment on Civic Virtue Behavior may operate primarily through Psychological Safety rather than as a direct effect.

Although these findings are consistent with the proposed mediating role of Psychological Safety, a formal mediation analysis is required before concluding that H4 is supported. Likewise, because Organizational Trust was proposed as a moderator, a moderation analysis with an interaction term is needed before making a conclusion regarding H5.

Overall, the study suggests that organizations seeking to strengthen Civic Virtue Behavior should focus not only on creating a positive work environment but also on fostering Psychological Safety. Employees who feel safe to communicate openly, express concerns, and participate in organizational decision-making are more likely to demonstrate behaviors that support organizational success and long-term effectiveness.

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